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State and Local Government Satisfaction With the Bureau of Land Management

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October, 1997

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Introduction

Project Goals

- Understand State and Local Government officials' experience with BLM.
- Understand how representatives view the service they receive.
- Investigate whether there are meaningful differences in ratings between state and local government groups.
- Identify state and local government official-defined priority improvement areas using Pacific Consulting Group's Net Impression® model.

Survey Administration

- Telephone interviews were conducted during August and September of 1997 by Shulman, Ronca and Bucuvalas, Inc., a market research firm with offices in New York, N.Y. and Washington D.C.
- The response rate to the survey was 80.7%. Response rate is defined as the percentage of completed interviews compared to the total number of contacts attempted in the eligible population.
- The participation rate was 95.4%. Participation rate is defined as the percentage completing the interview compared to those contacted and asked to participate.
- Together, the response rate and the participation rate reflect meticulous survey research procedures, relatively accurate customer lists and a high degree of program interest among respondents.
- The 81% response rate assures that the report reflects the opinions of the entire population of state and local government officials. Even if non-respondents answers were markedly different from respondents, they would not be numerous enough to change the overall findings.

Survey Sampling

- A total of 821 surveys were completed. Between 15 (Arizona) and 159 (Wyoming) surveys were completed for each State Office.
- The sampling strategy was to obtain 100 completed interviews for those State Offices where that was possible, i.e., where BLM records indicated that there were at least 100 names to contact. For those State Offices with less than 100 names, the goal was to complete as many interviews as possible using multiple callbacks. Overall, the goal was to obtain 900 completed interviews nationwide. State Offices, in most cases, provided us with their complete list of state and local government officials for sampling purposes.

Sample Disposition

State Office	Names Provided**	Completed Interviews	Maximum Sampling Error***
AK	78	58	6.5%
AZ	24	15	15.5%
CA	199	68	10.8%
CO	244	82	8.8%
ES*	132	75	7.4%
ID	69	48	7.8%
MT	52	27	13.1%
NM	65	36	10.9%
NV	200	93	9.5%
OR	177	123	4.9%
UT	42	37	5.6%
WY	225	159	4.2%
TOTAL	1507	821	2.7%

* Eastern States
** Number of qualified respondents after removal of duplicates, wrong numbers, etc..
***Adjusted with finite population correction at the 95% confidence level.

Analysis Methodology

- Net Impression® qualitative research techniques (i.e., focus groups) were used to structure the questions in the questionnaire into a Net Impression® Scorecard. Net Impression® is described in Appendix B. The customer scorecard contains those attributes of a product or service that customers use in evaluating it.
- Frequency tabulation and cross-tabulation procedures were used to generate sample profile statistics.
- The impact of different customer characteristics was assessed by testing the significance of differences in mean ratings using analysis of variance. The 90% confidence level was used in reporting significant differences.
- The Net Impression® model was used to identify areas where improvements will make the greatest difference in increasing customer satisfaction. The Net Impression® "leverage" scores show areas where customers are relatively dissatisfied and/or where improvements will make a relatively large contribution to representatives' overall opinions of state and local government. This model software displays overall leverage scores and provides a statistical test of differences between leverage areas.

Analysis Methodology

State and Local Government Scorecard*

Overall State and Local Government Satisfaction

Communicating With The Public

- Providing information and feedback to user groups and industries
- Involving public users and the community with projects
- Providing collaborative decision making among user groups
- Providing information on changes in BLM procedures, regulations, policy and guidance
- Keeping us updated on a project's status
- Keeping us informed of proposed projects
- Providing explanations of BLM policies
- Having consistent goals and communication between BLM headquarters and field offices
- Having a visible presence in the field and community
- Promoting BLM, its employees, and its mission to the public

Service Quality/Accountability

- Having consistent procedures and guidance between districts
- Responding to requests in a timely manner
- Resolving conflicts
- Following through with agreements
- Holding employees accountable for follow-up on agreements
- Having personnel who reflect a positive attitude

Information and Education

- Providing complete, clear and consistent documents
- Providing simple and accurate information
- Having computer systems and equipment available for use
- Educating the public on regulations, policies, and guidance
- Sharing information and technology

Resource Management

- Balancing the multiple uses of public lands
- Protecting the resources on public lands
- Allowing appropriate and reasonable access to public lands managing permitted operations on public lands
- Providing helpful technical assistance
- Considering the effects of land management decisions on industries, communities, and individuals

***Each item on the scorecard corresponds to a scaled rating question on the questionnaire. The rating scale ranged from 1=Needs Major Improvement to 7=Excellent. The questionnaire is contained in Appendix A.**

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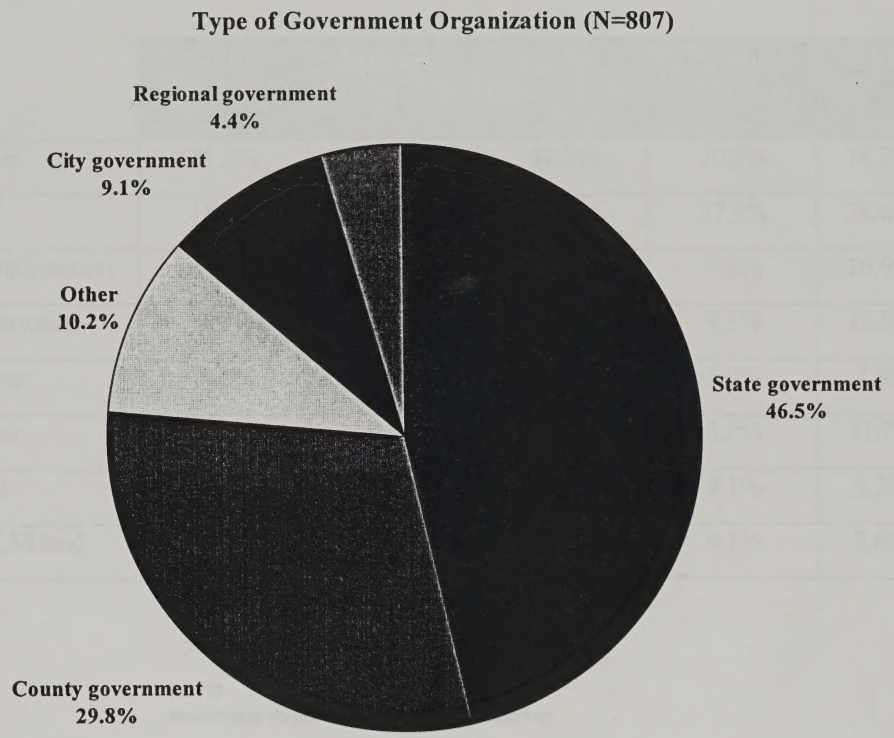
State and Local Government Official Profile

Type of Government Organizations Represented



Type of Government Organizations Represented

Primary Interaction With BLM by Government Organizations

	State Government	County Government	City Government	Regional Government	Other	Totals*
Recreational user	31.2%	32.5%	47.2%	30.3%	14.3%	31.4%
Other	18.5%	13.0%	8.3%	27.3%	28.6%	17.3%
User of BLM information	17.1%	16.0%	11.1%	9.1%	16.9%	15.9%
Interest in preservation	9.4%	9.1%	4.2%	9.1%	13.0%	9.2%
A BLM land user	8.6%	7.8%	12.5%	3.0%	7.8%	8.4%
Commercial user	5.5%	9.5%	2.8%	3.0%	11.7%	7.0%
General interest	5.2%	6.1%	4.2%	9.1%	5.2%	5.5%
Neighbor to BLM land	4.4%	6.1%	9.7%	9.1%	2.6%	5.4%

*N=775
Percentages do not add to 100% due to rounding.

Other Types of Contact with BLM

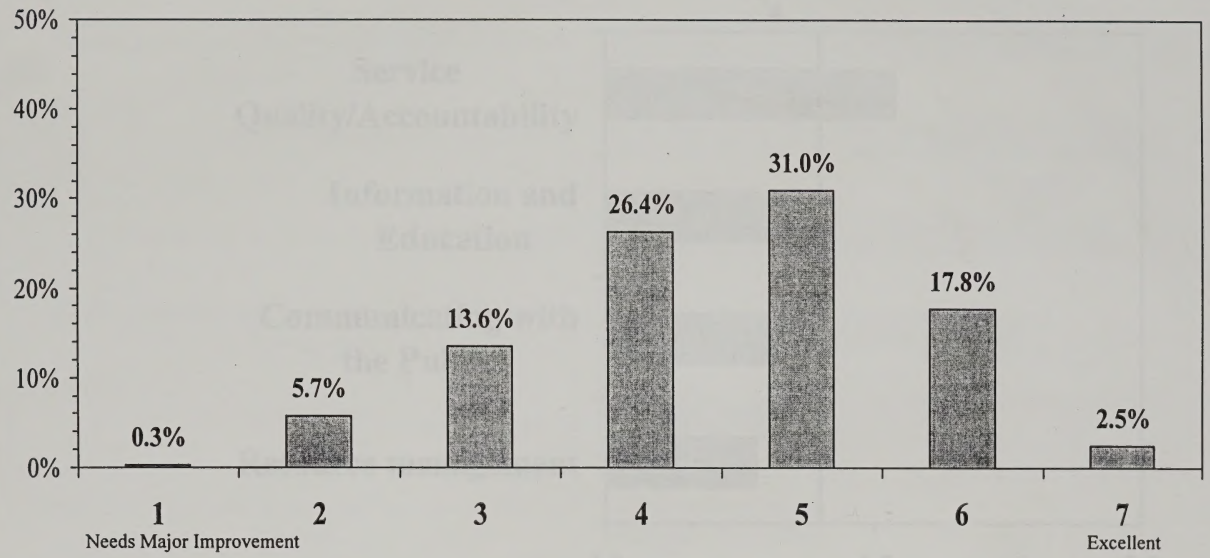
•Most respondents report multiple contacts with BLM.

Other Types of Contact With BLM	Percentage of Respondents
User of BLM information	79.6%
Recreational user	72.6%
Interested in preservation	69.6%
General interest	61.8%
A BLM land user	47.6%
Neighbor to BLM land	39.5%
Commercial user (grazing, leasing, etc).	23.6%
Other	22.4%

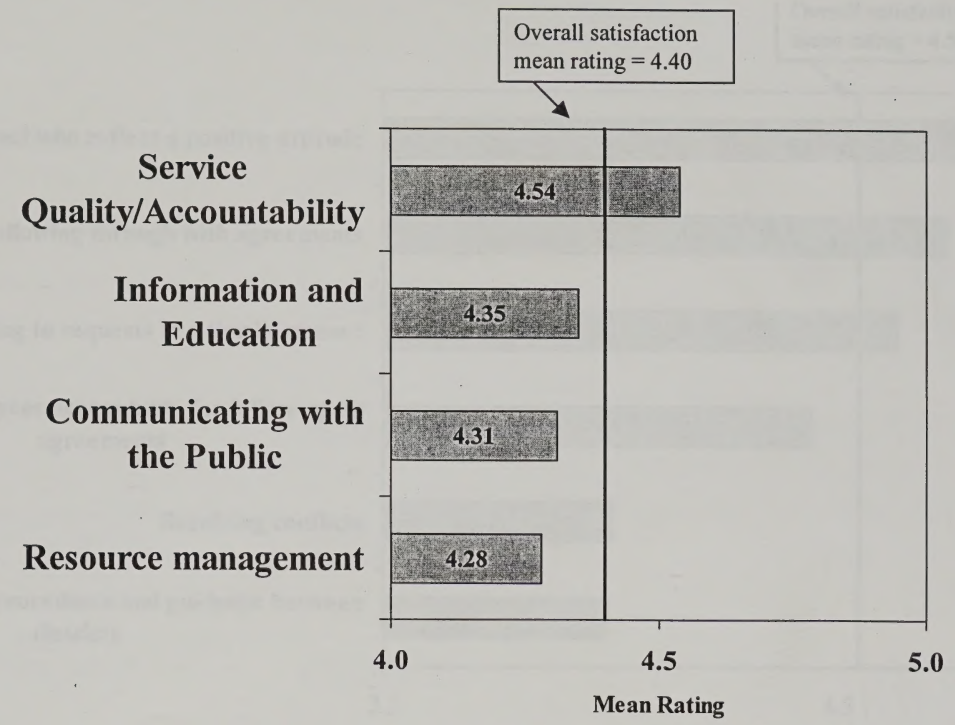
Other	33.4%
Commercial use (logging, leasing, etc)	32.9%
Neighbor to BLM land	30.2%
A BLM land user	47.9%
General interest	51.8%
Interested in preservation	69.8%
Recreational user	47.8%
User of BLM information	49.9%

State and Local Government Official's Satisfaction

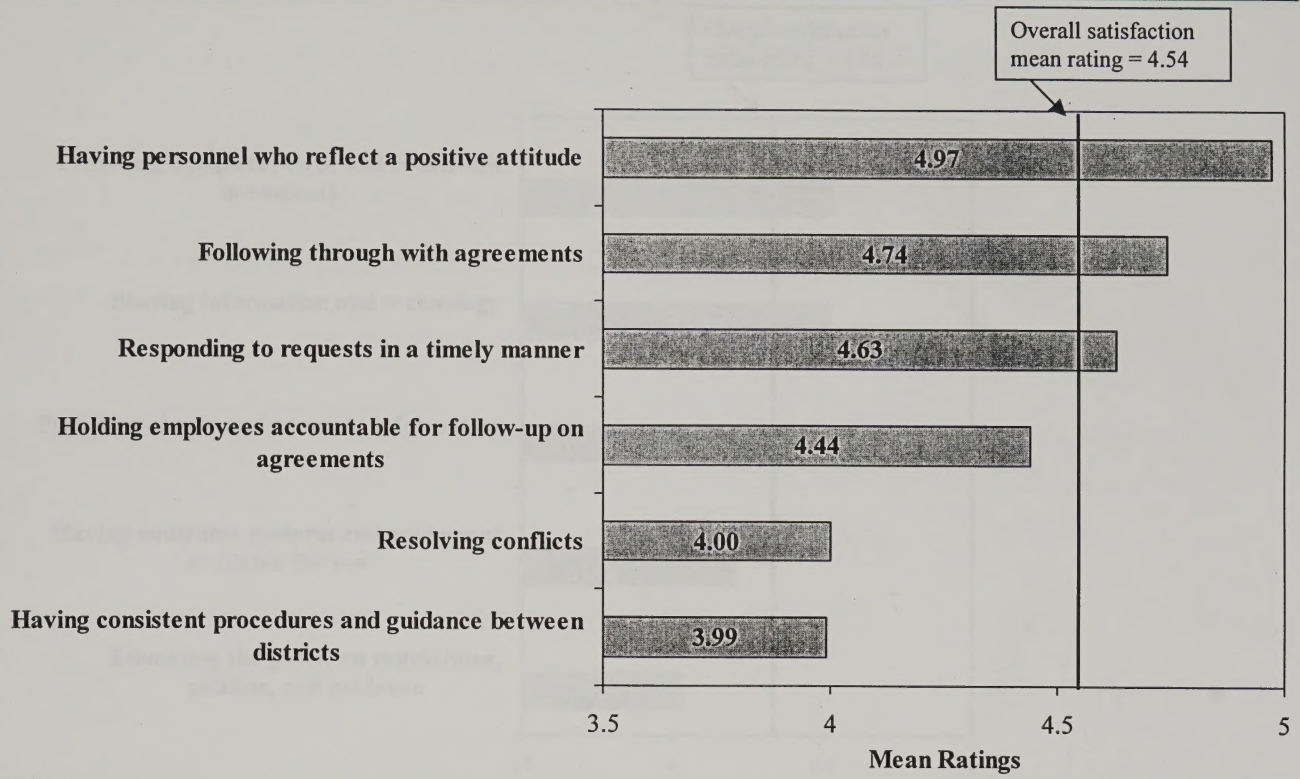
Overall State and Local Government Performance Rating of BLM



Arena Mean Ratings

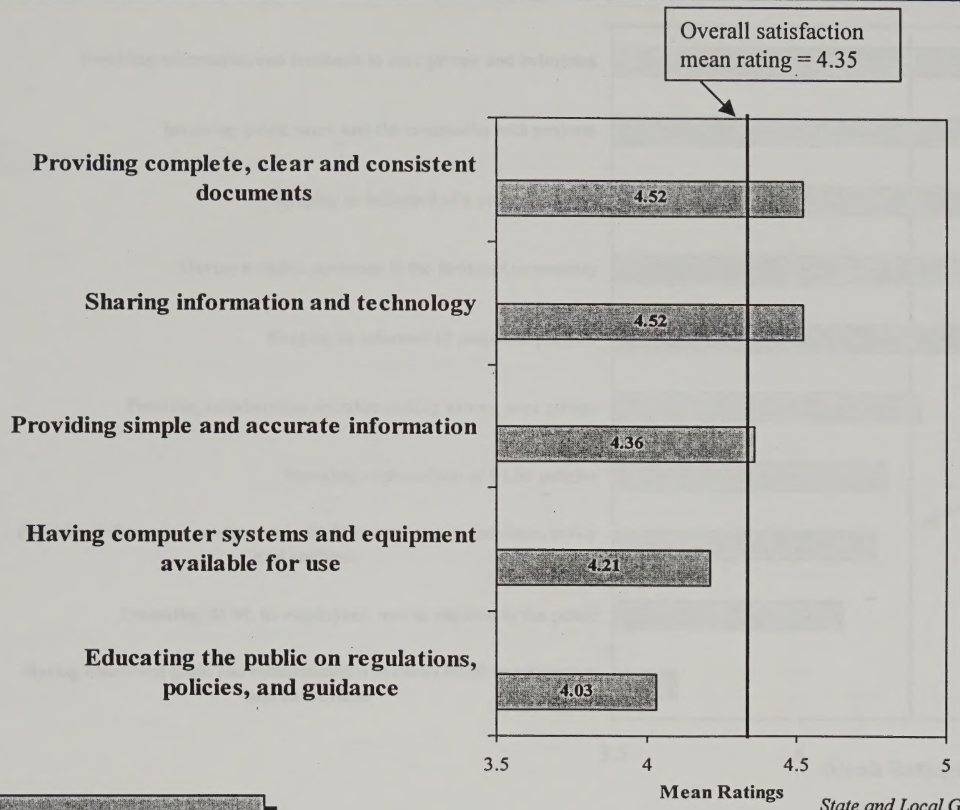


Service Quality/Accountability Mean Ratings

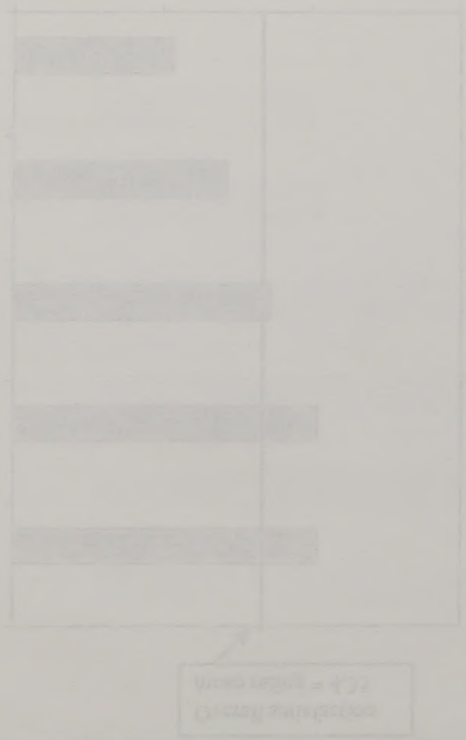


Service Quality\Accountability Mean Ratings

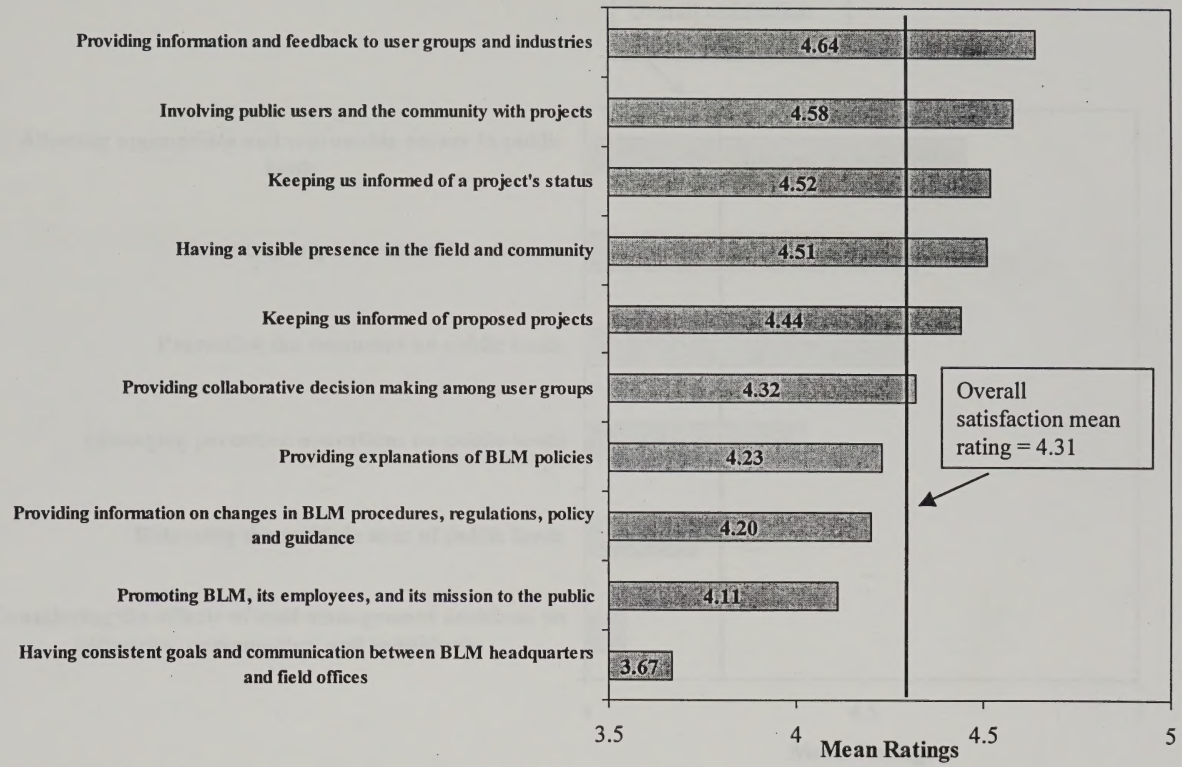
Information and Education Mean Ratings



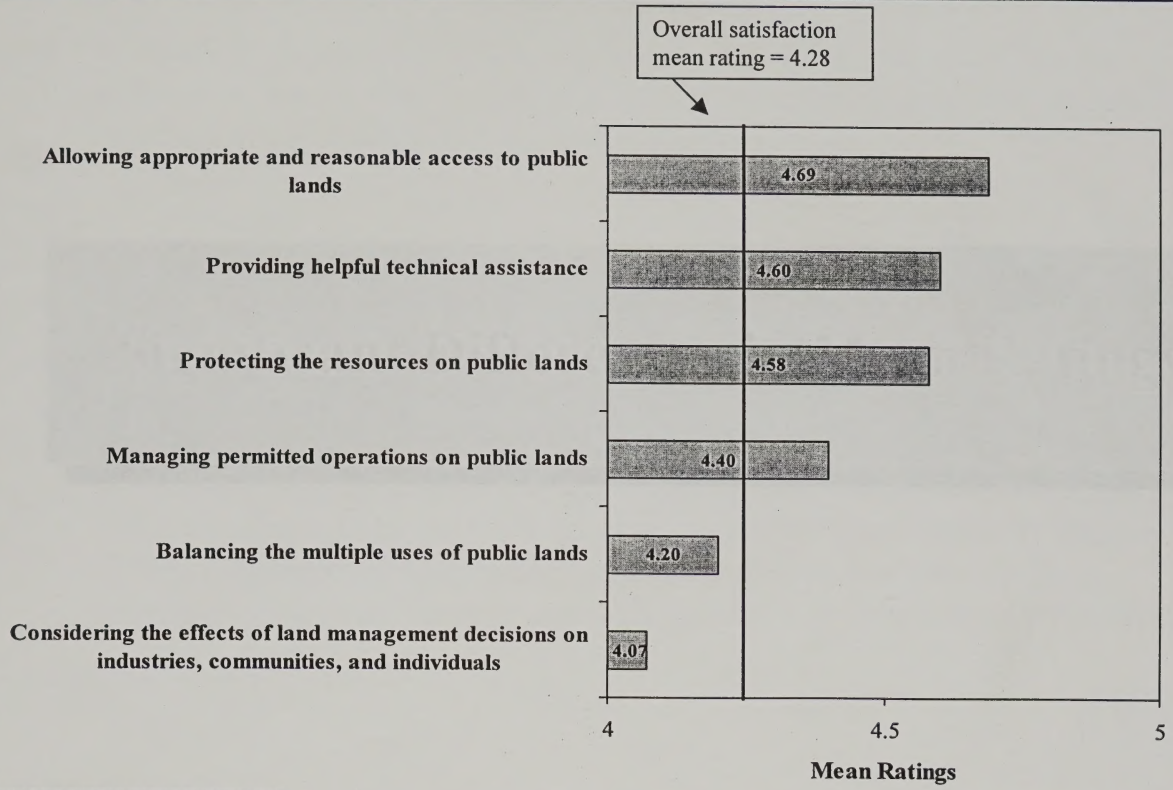
Information and Education Vicar Knights



Communicating with the Public Mean Ratings



Resource Management Arena Mean Ratings



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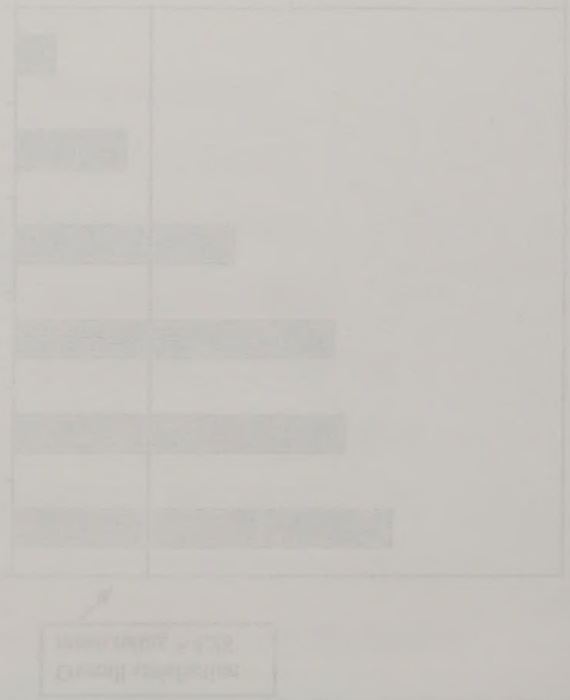


Significant Differences in Mean Ratings

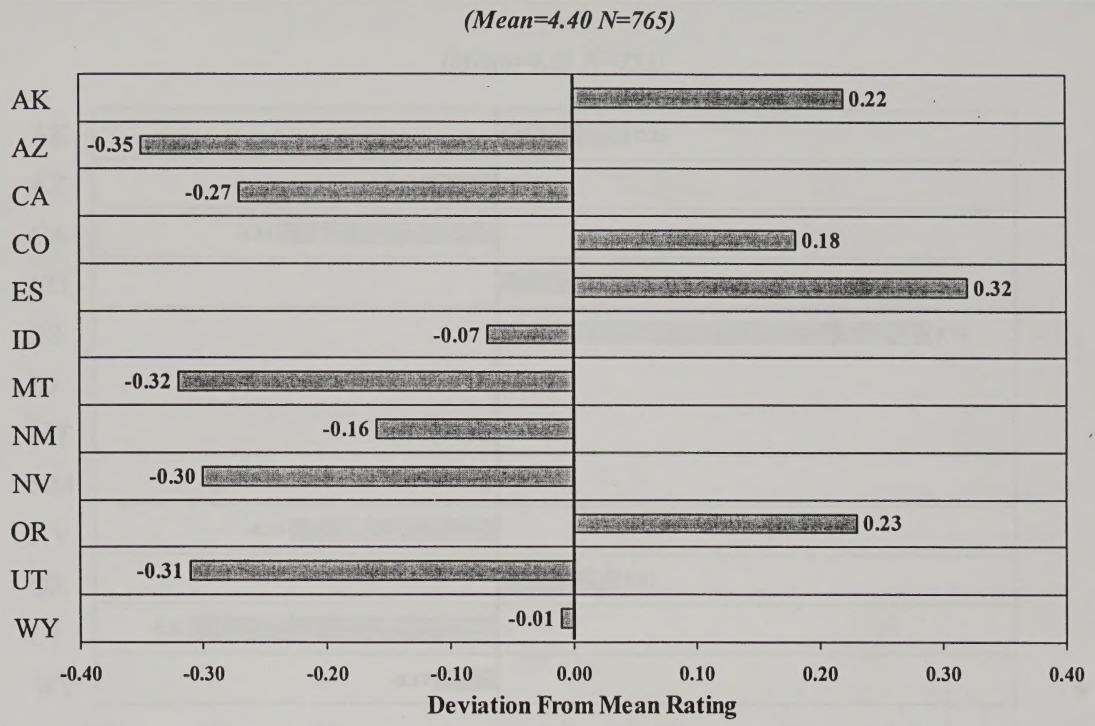
Statistically Significant Rating Differences

- Analysis of variance (ANOVA) statistical procedures were used to assess differences among various state and local government groups with regard to satisfaction with BLM. The groupings analyzed were:
  - Primary interaction
  - State Office
  - Type of government organization
- Only significant differences at the 90% confidence level are shown.
- Overall, the data indicate that state and local government officials' satisfaction differs depending on the State Office location of respondents. The purpose of primary state and local government interaction with BLM and the type of government organization do not significantly influence satisfaction ratings. The analysis suggests that there are either systemic, State Office by State Office, differences in administrative performance or that state and local government officials' basic attitudes differ from one State Office to the other.

Statistically Significant Ranking Differences

- Analysis of variance (ANOVA) statistical hypothesis tests were used to assess differences among actions state and local government groups with respect to satisfaction with RLM. The groupings analyzed were:
  - Type of local government
  - State Office
  - Tribal jurisdiction
- Only significant differences at the 95% confidence level are shown.
- Overall, the data indicate that state and local government officials, satisfaction differs depending on the State Office location of responsibility. The burdens of beyond state-and local government interaction with RLM and the type of government organization do not significantly influence satisfaction levels. The analysis suggests that there are clear "leading" State Offices by state. OHPs' differences in administrative performance or that state and local government officials, basic attitudes differ from one State Office to the other.

Differences in Overall BLM Performance



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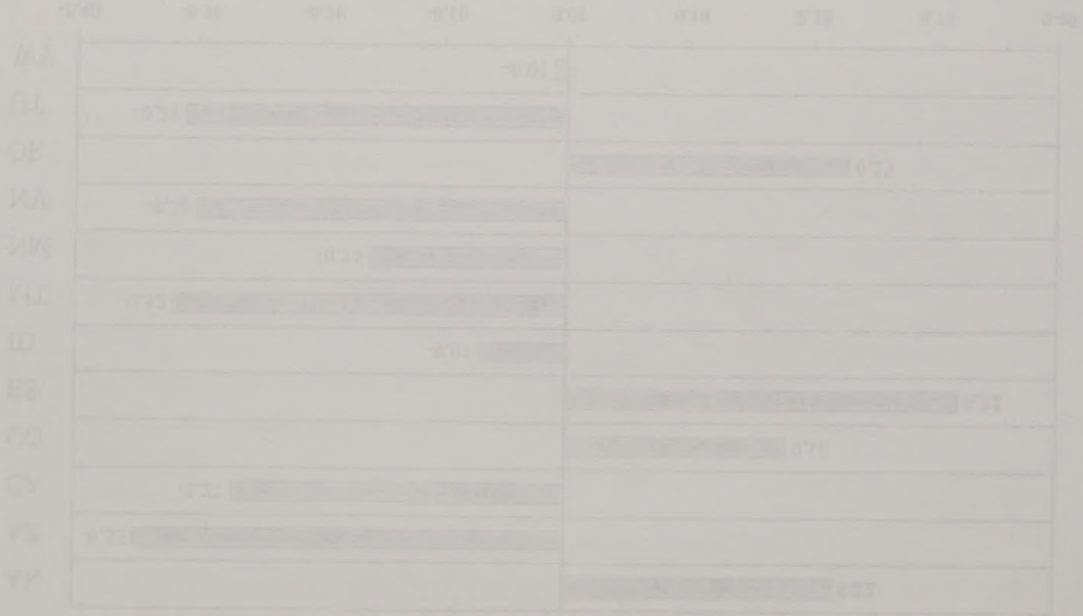
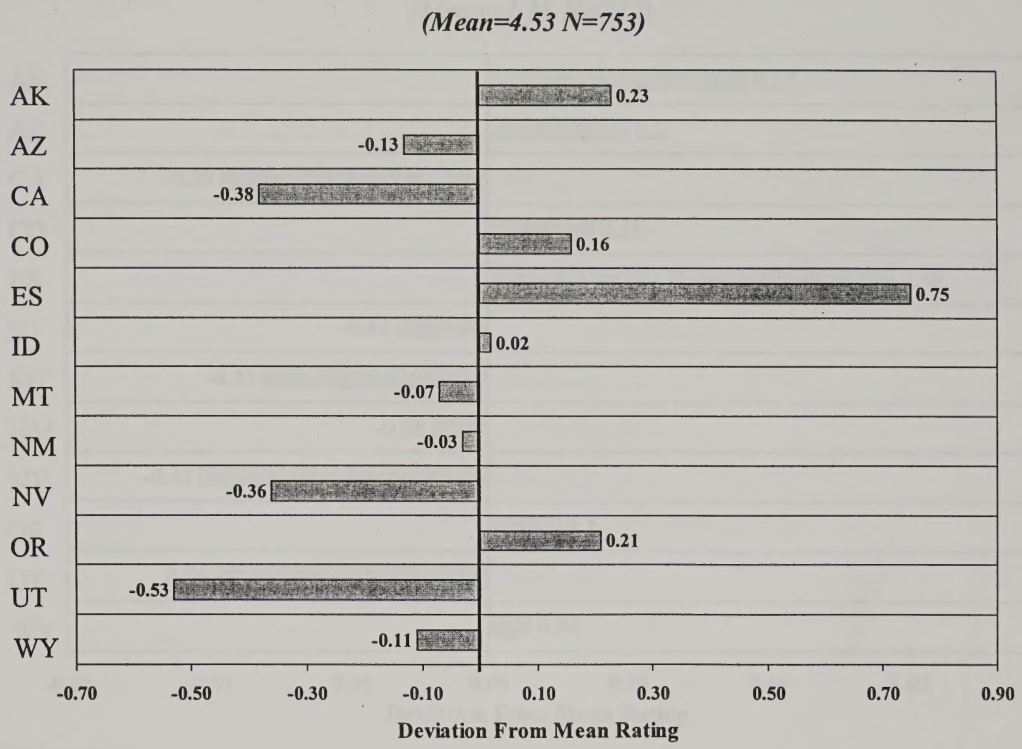
Differences in Overall BLM Performance



Difference in Overall BLM Performance

Difference in Overall BLM Performance

Differences in Service Quality/Accountability



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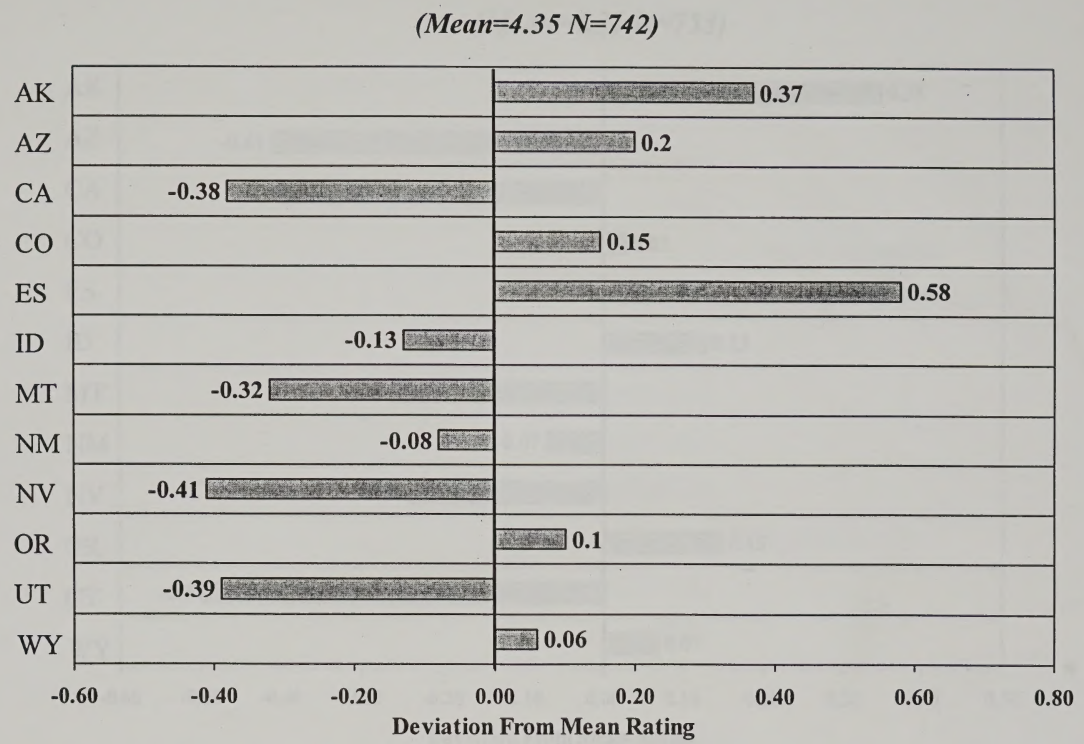
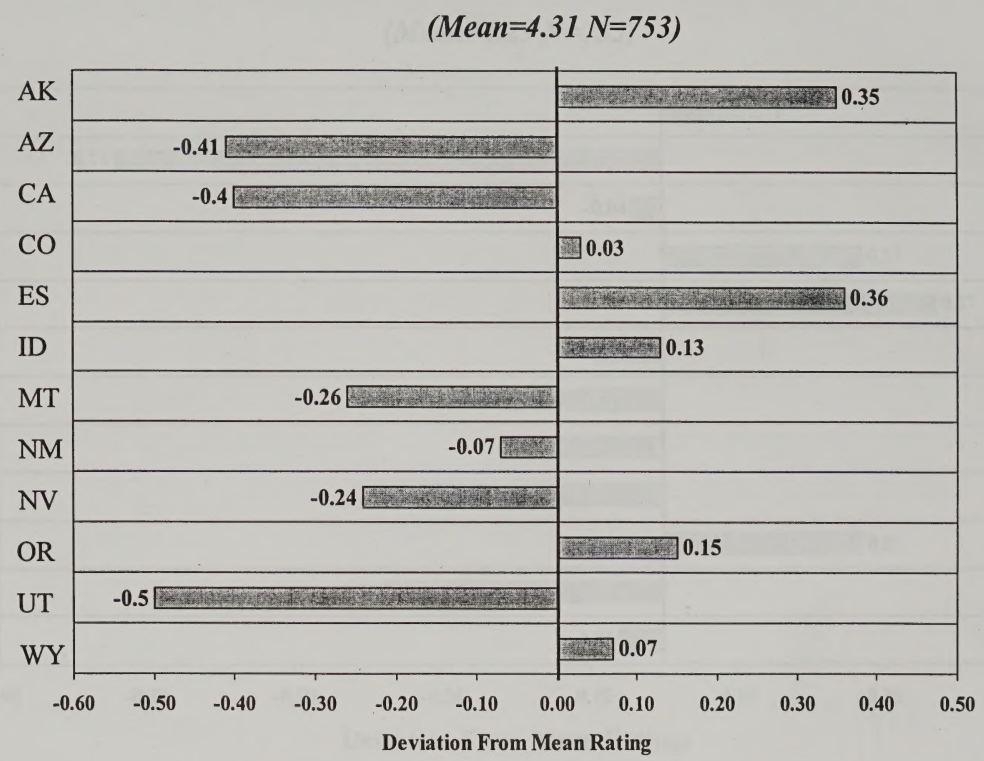
Difference in Service Quality/Accountability

Differences in Information and Education

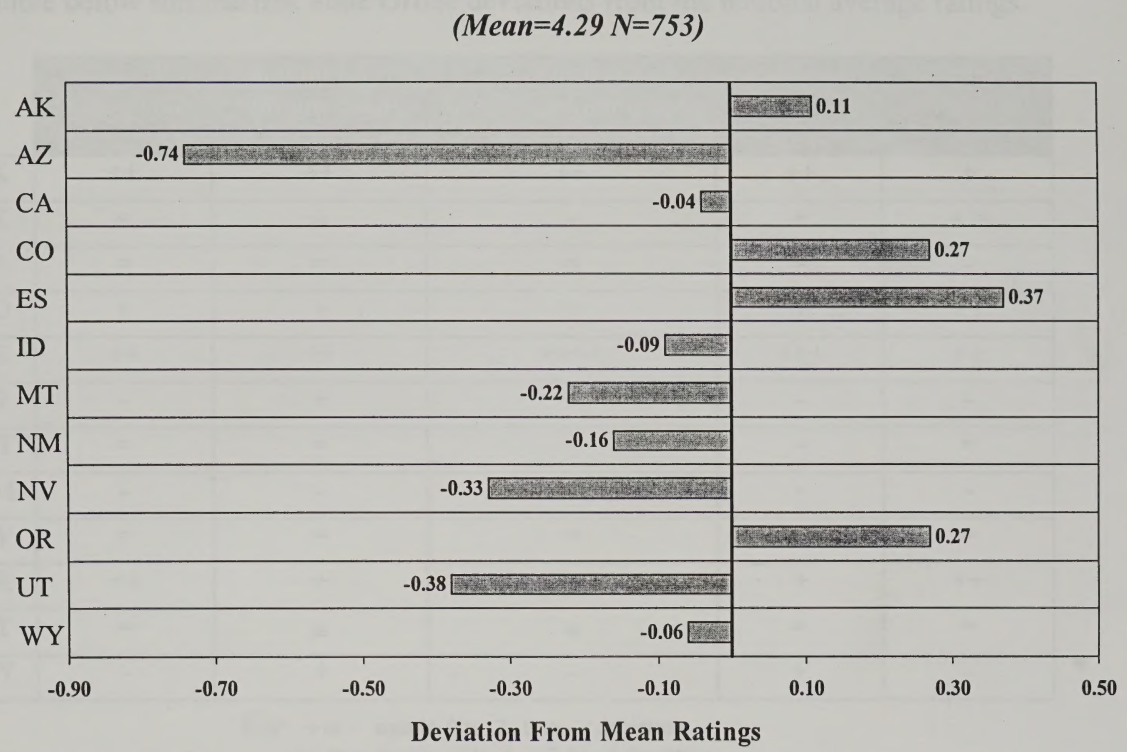


Differences in Communicating With the Public



Differences in Communicating With the Public

Differences in Resource Management



Differences in Resource Management

Deviations From National Means by State Office

•The table below summarizes State Office deviations from the national average ratings.

	Overall Performance	Communicating With the Public	Service Quality/Accountability	Information and Education	Resource Management
AK	++	++	++	++	+
AZ	=	≡	-	+	= =
CA	=	=	=	=	-
CO	+	+	+	+	++
ES	++	++	++++	+++	++
ID	-	+	+	-	-
MT	=	=	-	=	=
NM	-	-	-	-	-
NV	=	=	=	≡	=
OR	++	+	+	+	++
UT	=	≡	≡	=	=
WY	-	+	-	+	-

Key: + or - equals 0 to .2, 0 to -.2 deviation
++ or = equals . 2 to .4, -.2 to -.4 deviation
+++ or ≡ equals .4 to .6, -.4 to -.6 deviation
++++ or = = equals greater than .6, less than -.6 deviation

Improvement Opportunities: Leverage Analysis

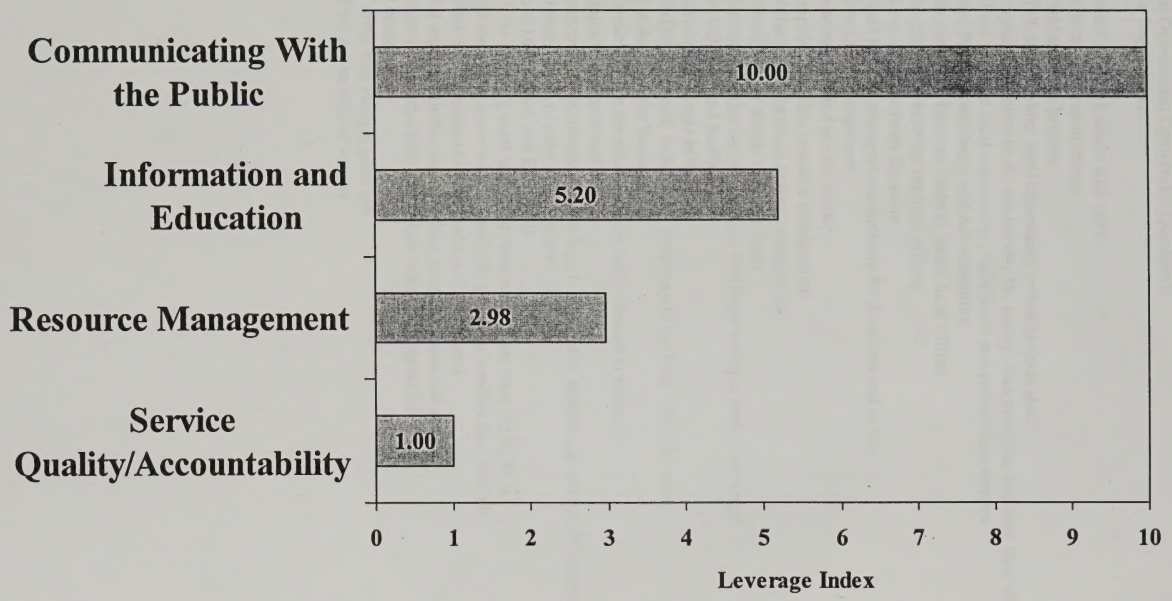
Leverage Analysis and Improvement Opportunities

- Leverage analysis shows where improvements will make the most difference to customers.
- A high leverage area is one where representatives are relatively dissatisfied and/or a change will probably contribute to an improvement in satisfaction with state and local government officials' satisfaction with BLM.
- Leverage is indexed on a one to ten scale, with higher numbers indicating greater opportunities for improvement. The arena with the highest leverage is shown as a ten on the scale; that with the least leverage, as a one. Ten represents the best opportunity for improving state and local government officials' satisfaction.

CONTRIBUTION/IMPORTANCE

SATISFACTION		**LOW**	**HIGH**
	LOW	MEDIUM LEVERAGE	HIGH LEVERAGE
	HIGH	LOW LEVERAGE	MEDIUM LEVERAGE

Arena Level Leverage

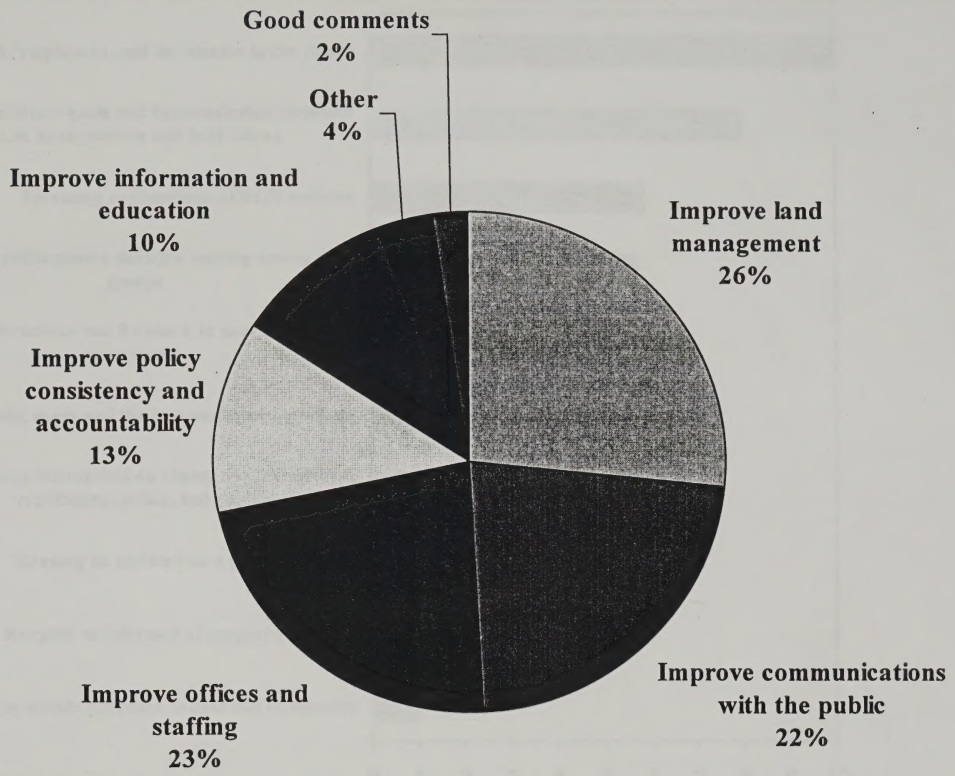


State and Local Government Open ended Question 9
Suggestions for Improvement

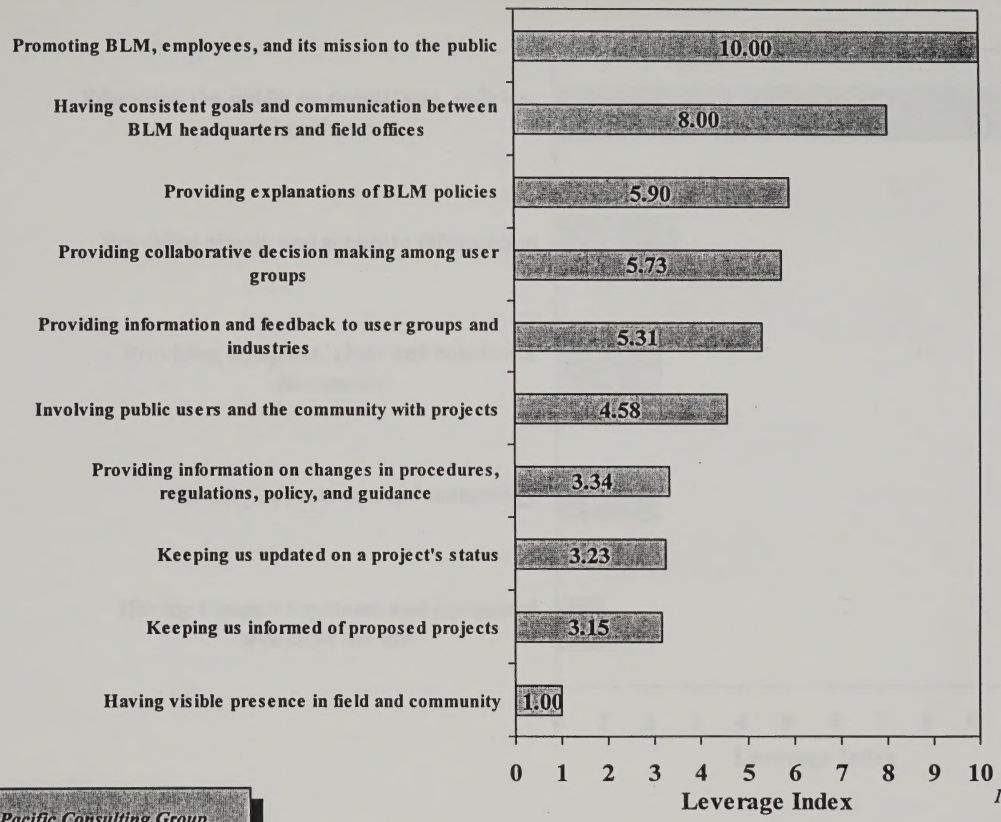
1. Improve Communications with public
   - Inform public of meetings
   - Publish future projects
   - Talk to the public/ local community before projects start
   - Explain the policy to the public(why the policy, who made the decision, how will it work)
   - Work with the local community , individuals and private land owners
2. Improve Policy Consistency and Accountability
   - Be consistent between Federal, State, local offices
   - Be consistent between regional offices
   - Keep all the policies the same
   - Hold leaders/ managers accountable for decisions and policy
3. Improve Land Management
   - Manage the land not the public
   - Improve multiple resource management
   - Balance the approach in land management
   - Provide better access to public lands
   - Stricter penalties for lawbreakers (not more multiple verbal warnings)
4 Improve Offices and Staffing
   - Have more people in the field
   - Field office needs to be closer proximity to land not 100 miles away
   - Cut down on the bureaucracy
   - Streamline the permitting offices and information exchange
   - Improve response rate
   - Improve communicating technology (e-mail, Data processing systems)(Communications)
   - Inform public of rules and regulation changes
5 Improve Information and Education
   - Go to service groups and make presentations on what the BLM is
   - Let the public know what is available and what services they provide
   - Have BLM employees better informed on projects
   - Put together a video tapes to show people recreational areas
   - More public education about their roles and responsibilities
6 Good comments
   - I think they doing a good job
   - They are so helpful with us

7 other

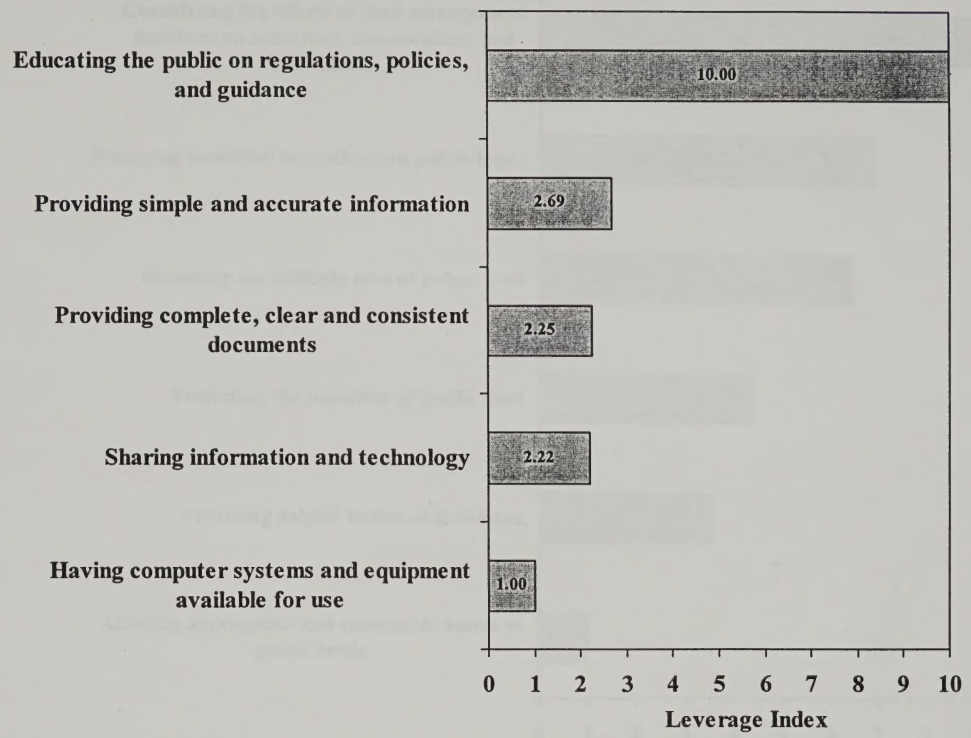
Suggestions For Improvement



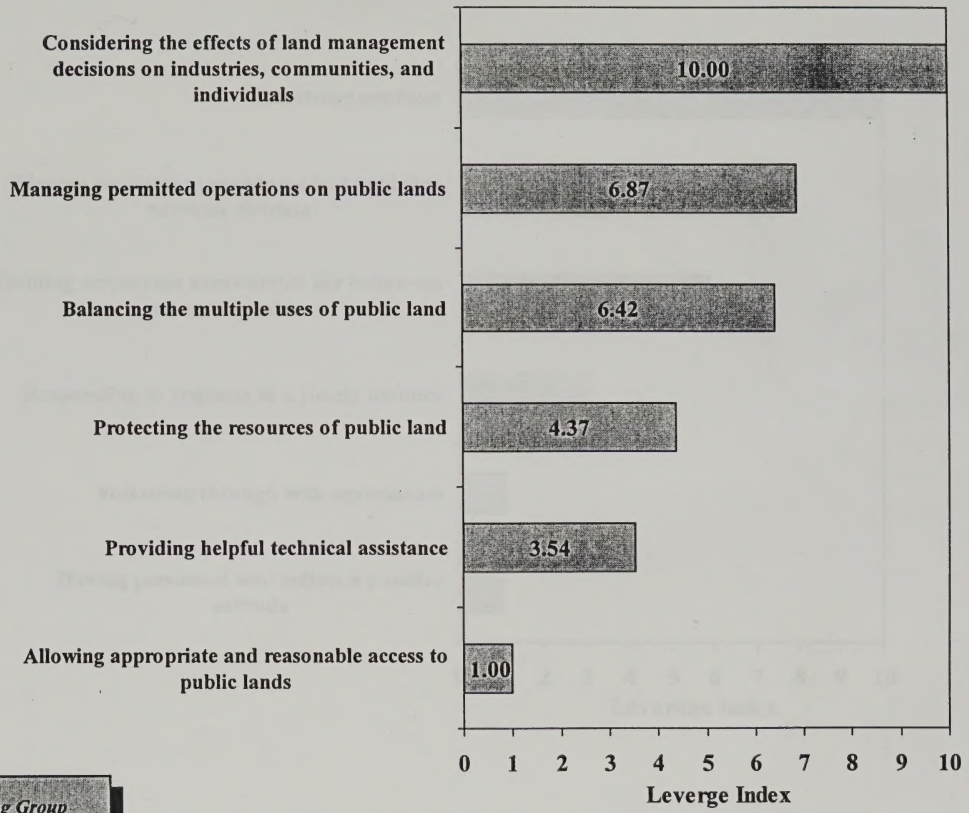
Communicating With the Public Leverage



Information and Education Leverage



Resource Management Leverage



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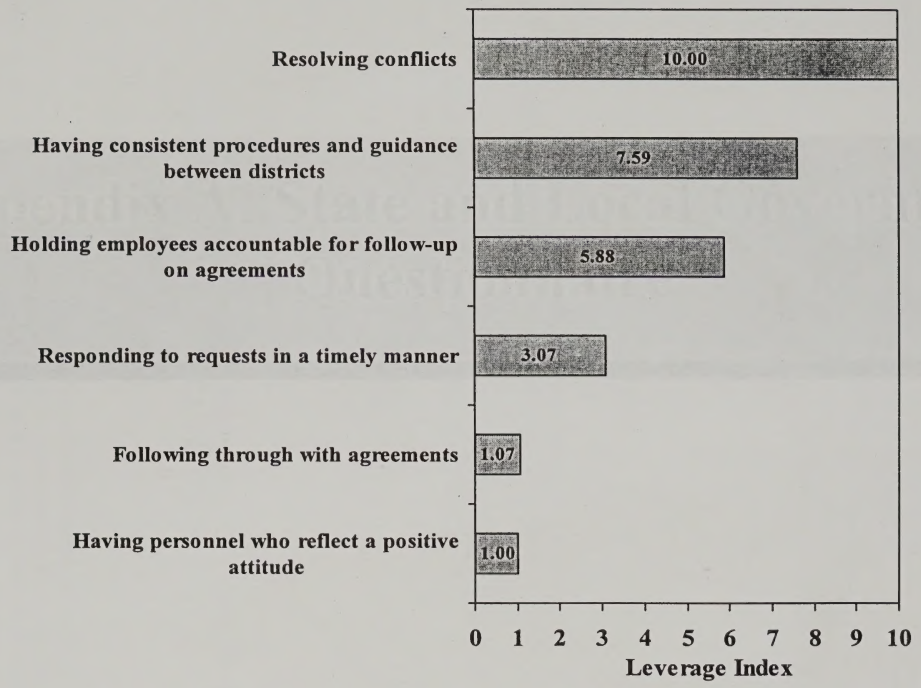
Service Quality/Accountability Leverage



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Appendix A: State and Local Government Questionnaire

BUREAU OF LAND MANAGEMENT CUSTOMER SATISFACTION SURVEY: STATE AND LOCAL GOVERNMENTS

SCHULM AN, RONCA AND BUCUVALAS, INC.
145 E. 32ND STREET
NEW YORK, NEW YORK 10016

STUDY NO. 7349g
August 4, 1997

SAMPLE FILE No. _____
CATI ID No. _____

Interviewer: _____ Date: _____

Telephone Number: _____

Sample read in: RESPONDENT NAME
RESPONDENT TITLE
RESPONDENT ADDRESS
RESPONDENT TELEPHONE NUMBER

INTRODUCTION

Hello, I'm _____ calling for the Bureau of Land Management of the U.S. Department of Interior. May I speak to (RESPONDENT NAME/RESPONDENT TITLE)?

Yes.....	1	**SKIP TO RESPONDENT INTRODUCTION**
Not available now.....	2	**SCHEDULE CALLBACK**
No such person.....	3	

I need to speak to (RESPONDENT TITLE). Who would that be?

_____ RECORD FULL NAME

Could you please connect me to him/her?

Yes.....	1	**SKIP TO RESPONDENT INTRODUCTION**
Not available now.....	2	**SCHEDULE CALLBACK**
Can't connect.....	3	

RESPONDENT INTRODUCTION

Hello, I'm _____ calling on behalf of the Bureau of Land Management of the U.S. Department of Interior. The Bureau of Land Management is trying to improve it services by asking its customers about their experiences and opinions about BLM activities and how those activities might be improved? We only need about ten minutes of your time. In order to keep your answers completely confidential, the interviews are being conducted by an independent research organization, SRBI, which will not reveal the names of survey respondents to BLM. Could we begin now?

Yes.....	1	
No, its a bad time.....	2	**SCHEDULE CALLBACK**
Refused.....	3	

1. What type of government organization do you usually represent when you contact BLM . . . is it usually a . . . ? **READ LIST**

a. State government
b. County government
c. City government
d. Regional government or multiple jurisdiction
e. Something else _____

2. Aside from your role as a government official, in which of the following areas do you interact with BLM. Do you interact with BLM as..... **READ LIST AND MULTIPLE RECORD**

a. A BLM land user
b. User of BLM information
c. General interest
d. Neighbor to BLM land
e. Interested in preservation
f. Recreational user
g. Commercial user (grazing, leasing, recreation, timber, etc.
h. Something else _____

IF MORE THAN ONE ANSWER IN Q2, ASK Q3, ELSE GO TO Q4

3. Which of these (**ANSWERS FROM Q2**) is your primary interaction with BLM?

a. A BLM land user
b. User of BLM information
c. General interest
d. Neighbor to BLM land
e. Interested in preservation
f. Recreational user
g. Commercial user (grazing, leasing, recreation, timber, etc.
h. Something else _____

4. How well would you rate BLM on communicating with you on issues that impact your activities? On a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on.....

NEEDS MAJOR IMPROVEMENT						EXCELLENT
1	2	3	4	5	6	7

a. Providing information and feedback to user groups and industries

b. Involving public users and the community with projects

c. Providing collaborative decision making among user groups.

d. Providing information on changes in BLM procedures, regulations, policy, and guidance

e. Keeping us updated on a project's status.

f. Keeping us informed of proposed projects

g. Providing explanations of BLM policies

h. Having consistent goals and communication between BLM headquarters and field offices

i. Having a visible presence in the field and community

j. Promoting BLM, its employees, and its mission to the public.

k. **Everything considered, how do you rate BLM's communication with the public?**

5. How well would you rate BLM on the following aspects of service quality and accountability? On a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on.....

NEEDS MAJOR IMPROVEMENT						EXCELLENT
1	2	3	4	5	6	7

a. Having consistent procedures and guidance between districts

b. Responding to requests in a timely manner

c. Resolving conflicts

d. Following through with agreements

e. Holding employees accountable for follow-up on agreements

f. Having personnel who reflect a positive attitude

g. **Everything considered, how would you rate BLM's service quality and accountability**

6. Now, I'd like you to rate the following aspects of BLM's information and education services. On a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on.....

NEEDS MAJOR IMPROVEMENT						EXCELLENT
1	2	3	4	5	6	7

a. Providing complete, clear and consistent documents

b. Providing simple and accurate information

c. Having computer systems and equipment available for use

d. Educating the public on regulations, policies, and guidance

e. Sharing information and technology

f. **Everything considered, how do you rate BLM's information and education services**

7. Now, I'd like you to rate the following aspects of BLM's resource management. On a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on.....

NEEDS MAJOR IMPROVEMENT						EXCELLENT
1	2	3	4	5	6	7

a. Balancing the multiple uses of public lands.

b. Protecting the resources on public lands.

c. Allowing appropriate and reasonable access to public lands.

d. Managing permitted operations on public lands.

e. Providing helpful technical assistance.

f. Considering the effects of land management decisions on industries, communities, and individuals.

g. **Everything considered, how do you rate BLM's resource management.**

8. Considering all the factors listed above (communication with the public; service quality/accountability; information and education; and resource management), how do you rate BLM's performance?

Needs Major Improvement						Excellent
1	2	3	4	5	6	7

9. What suggestions do you have for changes that you feel would improve BLM's performance?

_____

_____

10. In what State Office, district/resource area, or Center do you come in contact with BLM most often?

_____ (Location)

Thank you for your help. That completes the interview!

ESTIMATED BURDEN STATEMENT

The reporting burden for this form is estimated to average fifteen minutes, including the time for reviewing instructions, gathering and maintaining data, and completing and reviewing the form. Direct comments regarding the burden estimate or any other aspect of this form to the Bureau of Information Collection Clearance Officer, Bureau of Land Management, 1849 C Street NW, Washington, DC 20240; and the Office of Management and Budget, Paperwork Reduction Act, OMB No. 1004-0172, Washington, DC 20503, (202) 395-7340.

PAPERWORK REDUCTION ACT STATEMENT

This information is being collected to provide information to the Bureau of Land Management regarding satisfaction among stakeholders and partners and will be used to evaluate and improve the services that BLM provides to members of the public. Response to this request is voluntary. No action may be taken against you for refusing to supply the information requested. No Privacy Act Information is being collected.

Appendix B: What Is Net Impression®?

WHAT IS NET IMPRESSION®?

Net Impression is a survey-based approach for helping companies plan improvements that will lead to the greatest increase in customer satisfaction. Net Impression measurement methodology is based on a powerful model of how customers evaluate the service they receive.

Customer perceptions of service and their expectations of what they will receive from the company are grounded in "moments of truth" - experiences in which customers come in contact with the company in some way. These experiences can range from direct reactions to the service and service delivery, advertising about the company or reading an article in the newspaper, or even talking to a neighbor. Expectations of performance can also arise from hearing about or using the competition's offering. From their experience base, customers develop a mental "report card" that they implicitly bring with them to each service encounter. The product or service delivered by the company is compared to the report card criteria to determine whether quality service has been delivered or not.

To plan changes that maximize the customers' overall Net Impression of the company, management needs to understand the report card - how the various criteria the customers use to judge performance fit together in the customer's mind, and where the company's leverage is in improving customer satisfaction.

Net Impression begins with a qualitative research step in which the broad expectations of performance (called customer service arenas) are defined. These customer service arenas explain, in the customer's terms, what they feel the company should do for them. They can range from a fairly operational concern such as "Managing my account", to something more abstract such as "Showing concern for the environment" or "Maintaining an effective business partnership". Together, the customer service arenas amount to the company's value proposition or benefit concept expressed in terms of what the customer expects (instead of what the company offers).

Within each customer service arena, a number of factors called "customer value characteristics" (CVCs) provide additional detail (again, in the customers' terms) on what constitutes good or bad performance within an arena. For example, customer value characteristics under an account management arena might include "Accurate bill", "Being easy to reach", or "Resolving problems quickly" - all factors that determine, in the customer's mind, what good (or bad) performance in the Account Management arena might mean.

Figure 1 illustrates the Net Impression framework developed for a utility's residential market. The five customer service arenas show the broad areas in which customers said they expected service and the customer value characteristics define what constitutes good and bad performance within an arena.

In the quantitative part of Net Impression, a computer model is used to analyze survey responses. The model shows, relatively speaking, where improvements will have the greatest impact on overall customer satisfaction. We use the term "leverage" to report relative priorities for improvement. A high leverage arena (or customer value characteristic) is one in which customers

are relatively dissatisfied, especially sensitive, or both. An improvement in a high leverage area will have a greater impact on customer satisfaction. A low leverage arena or customer value characteristic is one in which customers are relatively satisfied, not especially sensitive, or both. Improvements in a low leverage arena are not likely to have a big impact on customer perceptions.

The leverage scores are useful for planning improvement initiatives because they focus the improvement effort on those areas that matter most to customers. Management can implement any number of changes in product/service mix, operations, or communications, with the assurance that these changes will maximize the use of scarce resources. By concentrating on high leverage areas, companies can often find ways to improve service and save resources at the same time.

Figure 2 shows the leverage scores for the five customer service arenas for PG&E's Sacramento Division. These scores indicate that the greatest leverage in that division's service territory lies in improvements in the Account Services arena. Improvement efforts should be concentrated there while maintaining performance in the lower leverage areas. Figure 3 provides more specific guidance to the company on what to do to improve customer perceptions of account services performance. Apparently, customers are relatively dissatisfied with and sensitive to the interactions they have with the company's staff regarding their bill. Perhaps training or improved customer communications can be developed to address this high leverage area. Similarly, Figure 4 shows that improved communications in the Handling Outages arena would go a long way towards improving customer satisfaction there. Interestingly, customers expect outages occasionally, but become irritated when they cannot find out what is going on. Fortunately, improving communications surrounding outages is much cheaper than improving power reliability.

Net Impression works because it mobilizes the capabilities of managers and staff and focuses them on the customer. The continuous improvement process starts right away, and the momentum builds with the initial successes as people gain confidence in the process and pride in their accomplishments. Everybody - from senior management to front-line customer service personnel - has a role to play in the effort. In short, PCG's goal is to help the company make customer satisfaction - adding value faster than the competition - <u>the</u> way of doing business rather than a separate program or initiative.

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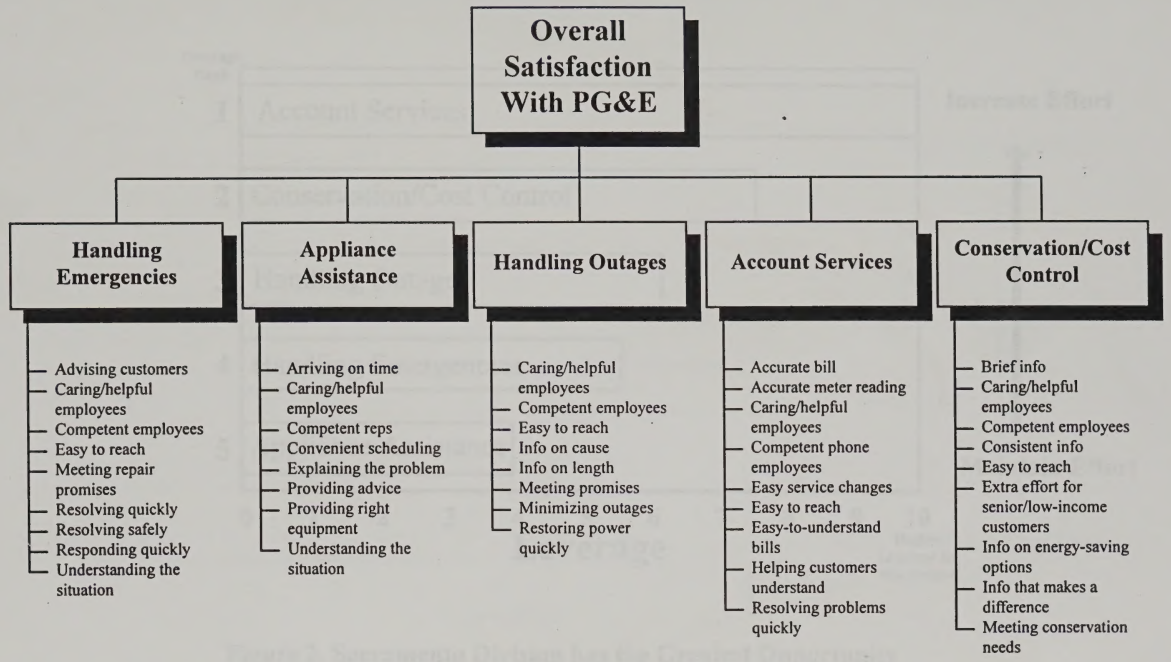

Figure 1. Net Impression Example

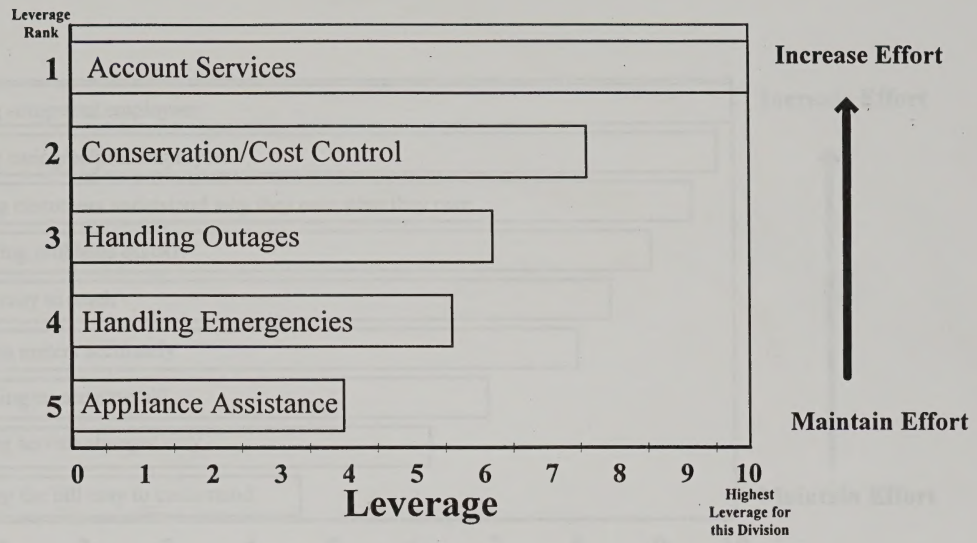

Figure 2. Sacramento Division has the Greatest Opportunity for Improvement in Account Services

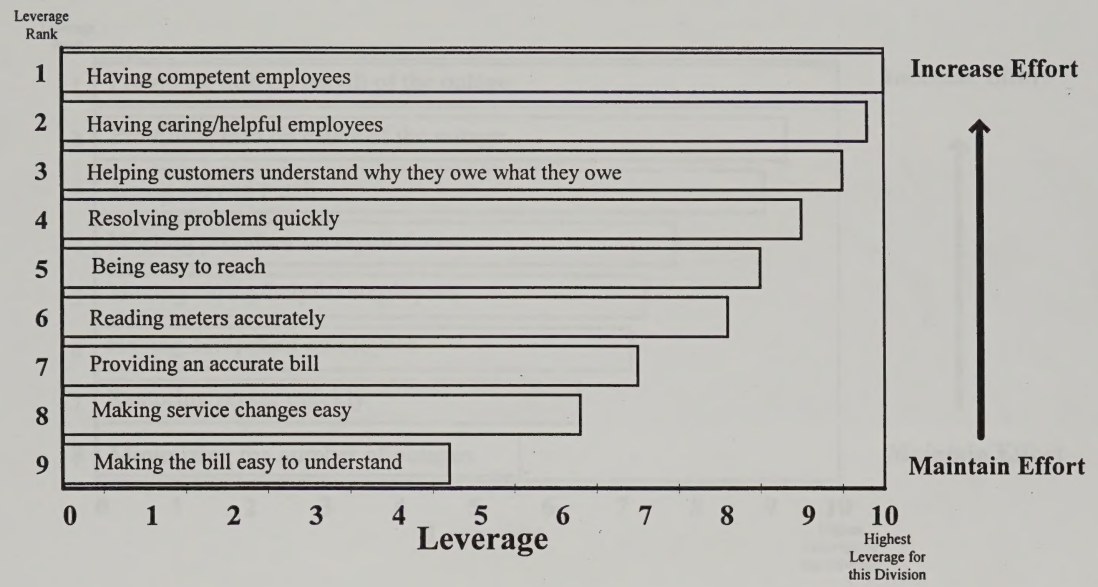

Figure 3. Ways to Improve Account Services

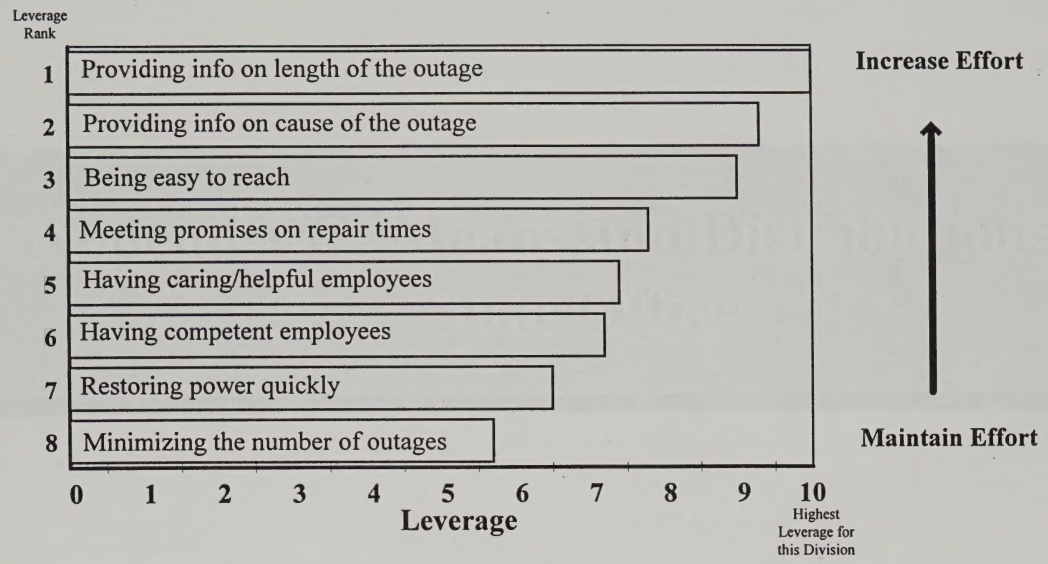

Figure 4. Ways to Improve Handling Outages

Appendix C: Means and Distributions by State Office

Overall Mean Satisfaction

		Sample read-in: Admin												Overall Company
		AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
Overall BLM performance	Mean	4.55	4.27	4.11	4.53	4.84	4.34	4.07	4.20	4.10	4.63	4.22	4.39	4.40
	Count	56	15	65	81	69	47	27	35	93	123	37	159	807

State and Local Governments

Communicating with the Public Arena

		Sample read-in: Admin												Overall Company
		AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
Providing information and feedback to user groups and industries	Mean	4.74	4.43	4.11	4.56	5.00	4.94	4.63	4.40	4.42	4.80	4.49	4.77	4.64
	Count	53	14	66	77	65	47	27	35	88	121	37	153	783
Involving public users and the community with projects	Mean	4.72	4.23	4.07	4.71	4.94	4.43	4.38	4.58	4.49	4.71	4.67	4.57	4.58
	Count	50	13	57	77	53	44	26	31	87	113	36	151	738
Providing collaborative decision making among user groups	Mean	4.64	3.77	3.83	4.43	4.90	4.09	4.32	4.30	4.03	4.51	4.03	4.32	4.32
	Count	42	13	52	74	61	44	25	33	88	110	36	145	723
Providing information on changes in procedures, regulations, policy, and guidance	Mean	3.85	4.57	3.92	4.01	4.41	4.37	4.15	4.66	3.87	4.52	3.86	4.29	4.20
	Count	48	14	63	76	61	46	27	35	91	120	36	151	768
Keeping us updated on a project's status	Mean	4.46	4.50	3.90	4.41	4.72	4.72	4.59	4.36	4.23	4.73	4.19	4.80	4.52
	Count	52	14	61	78	60	47	27	36	91	122	37	150	775
Keeping us informed of proposed projects	Mean	4.16	4.33	4.00	4.25	4.39	4.85	4.59	4.26	4.29	4.67	4.06	4.69	4.44
	Count	49	15	61	80	59	47	27	34	91	122	36	155	776
Providing explanations of BLM policies	Mean	4.47	3.93	4.02	4.10	4.71	4.04	4.22	4.22	3.97	4.43	3.89	4.27	4.23
	Count	53	14	64	78	63	47	27	36	92	121	36	155	786
Having consistent goals and communication between BLM headquarters and field offices	Mean	3.55	3.30	3.42	3.84	4.39	3.79	3.20	3.92	3.35	4.14	2.80	3.52	3.67
	Count	29	10	33	55	41	29	15	24	69	77	30	106	518
Having visible presence in field and community	Mean	4.98	4.71	3.88	4.39	4.76	4.40	4.07	4.50	4.52	4.77	4.65	4.42	4.51
	Count	53	14	60	79	55	47	27	34	90	116	37	154	766
Promoting BLM, employees, and its mission to the public	Mean	4.66	4.31	3.39	3.89	4.48	4.11	3.77	4.07	3.94	4.24	3.92	4.26	4.11
	Count	53	13	61	76	61	46	26	30	86	114	37	149	752
Communicating with the public	Mean	4.57	4.27	3.86	4.27	4.73	4.45	4.04	4.21	4.10	4.49	3.94	4.36	4.31
	Count	56	15	64	81	67	47	27	34	90	120	36	157	794

State and Local Governments

Service Quality and Accountability Arena

		Sample read-in: Admin												Overall Company
		AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
Having consistent procedures and guidance between districts	Mean	4.16	3.43	3.84	4.10	4.83	4.10	4.19	3.54	3.60	4.40	3.57	3.84	3.99
	Count	37	7	32	58	35	30	16	26	77	78	30	111	537
Responding to requests in a timely manner	Mean	4.81	5.00	4.11	4.62	5.18	5.09	4.54	4.59	4.08	4.84	4.24	4.69	4.63
	Count	53	15	62	79	61	46	26	34	90	116	37	146	765
Resolving conflicts	Mean	4.23	3.67	3.80	4.17	4.63	4.00	3.80	4.06	3.62	4.25	3.69	3.85	4.00
	Count	53	15	55	77	52	44	25	34	85	109	36	149	734
Following through with agreements	Mean	5.00	4.86	4.40	4.87	5.53	4.86	4.29	4.71	4.28	4.95	4.56	4.56	4.74
	Count	48	14	57	77	60	44	24	34	86	104	36	138	722
Holding employees accountable for follow-up on agreements	Mean	4.50	4.58	4.07	4.88	5.23	4.37	3.72	4.62	3.94	4.68	4.34	4.27	4.44
	Count	32	12	30	58	40	30	18	26	72	79	29	110	536
Having personnel who reflect a positive attitude	Mean	5.04	5.15	4.79	5.13	5.66	4.74	4.70	5.03	4.61	5.09	4.64	4.91	4.97
	Count	56	13	62	78	67	47	27	36	92	122	36	148	784
Service Quality and Accountability	Mean	4.71	4.60	4.14	4.65	5.29	4.57	4.44	4.49	4.15	4.76	4.16	4.42	4.54
	Count	56	15	65	81	65	46	27	35	91	121	37	155	794

State and Local Governments

Information and Education Services Arena

		Sample read-in: Admin												Overall Company
		AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
Providing complete, clear and consistent documents	Mean	4.75	4.53	4.17	4.49	5.27	4.44	4.25	4.79	4.01	4.71	4.35	4.46	4.52
	Count	52	15	60	78	63	45	24	33	87	119	37	147	760
Providing simple and accurate information	Mean	4.55	5.21	4.22	4.33	5.08	4.24	3.74	4.42	3.97	4.52	4.22	4.22	4.36
	Count	56	14	63	81	65	45	27	33	89	121	37	152	783
Having computer systems and equipment available for use	Mean	4.50	4.00	2.88	4.28	4.78	3.72	4.00	4.62	4.06	4.14	3.85	4.40	4.21
	Count	40	6	17	43	36	18	11	13	53	43	20	65	365
Educating the public on regulations, policies, and guidance	Mean	4.22	4.36	3.63	4.17	4.30	3.98	3.67	4.25	3.62	4.23	3.74	4.09	4.03
	Count	50	14	57	78	56	46	27	32	87	111	35	154	747
Sharing information and technology	Mean	4.83	4.43	3.86	4.57	5.02	4.53	3.96	4.48	4.19	4.75	4.17	4.61	4.52
	Count	48	14	51	69	59	38	23	33	83	113	35	132	698
Information and Education Services	Mean	4.63	4.64	3.92	4.43	5.00	4.25	3.96	4.27	3.94	4.49	4.08	4.40	4.35
	Count	56	14	63	81	67	44	26	33	89	121	37	153	784

State and Local Governments

Resource Management Arena

		Sample read-in: Admin												Overall Company
		AK	AZ	CA	CO	ES	ID	MT	NM	NV	OR	UT	WY	
Balancing the multiple uses of public lands	Mean	4.18	3.67	4.33	4.63	4.62	3.85	3.88	4.14	3.91	4.45	4.05	4.02	4.20
	Count	50	15	63	81	55	47	24	35	91	116	37	155	769
Protecting the resources of public land	Mean	4.91	4.13	4.54	4.85	4.59	4.36	4.68	4.17	4.32	4.85	4.30	4.56	4.58
	Count	53	15	63	81	59	47	25	36	92	115	37	156	779
Allowing appropriate and reasonable access to public lands	Mean	4.24	3.79	4.52	4.85	5.18	4.77	4.56	4.86	4.41	5.23	4.41	4.54	4.69
	Count	55	14	60	80	56	47	27	35	91	119	37	156	777
Managing permitted operations on public lands	Mean	4.50	4.57	4.28	4.41	4.64	4.33	4.17	3.91	4.21	4.92	4.17	4.23	4.40
	Count	48	14	53	73	50	46	24	32	84	109	35	144	712
Providing helpful technical assistance	Mean	4.69	4.11	4.02	4.67	4.98	4.44	4.35	4.53	4.19	5.11	4.36	4.68	4.60
	Count	52	9	47	70	54	39	23	32	84	101	36	124	671
Considering the effects of land management decisions on industries, communities, and individuals	Mean	4.12	3.53	3.97	4.20	5.00	3.87	3.58	4.06	3.62	4.34	3.78	4.01	4.07
	Count	50	15	60	75	53	46	26	35	89	116	36	151	752
Resource Management	Mean	4.27	3.80	4.18	4.49	4.72	4.26	4.04	4.06	3.95	4.59	4.03	4.22	4.28
	Count	56	15	65	81	61	47	26	36	92	121	37	156	793

State and Local Governments

Overall Satisfaction

		Sample read-in: Admin														
		AK		AZ		CA		CO		ES		ID		MT		NM
		Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count
Overall BLM performance	1=NEED MAJOR IMPROVEMENT	1	1.8%			5	7.7%	2	2.5%	1	1.4%	2	4.3%	2	7.4%	2
	2	3	5.4%	1	6.7%	3	4.6%	5	6.2%	2	2.9%	4	8.5%			2
	3	5	8.9%	4	26.7%	12	18.5%	6	7.4%	6	8.7%	6	12.8%	6	22.2%	4
	4	13	23.2%	3	20.0%	15	23.1%	24	29.6%	14	20.3%	10	21.3%	8	29.6%	14
	5	24	42.9%	5	33.3%	21	32.3%	25	30.9%	26	37.7%	15	31.9%	8	29.6%	7
	6	9	16.1%	1	6.7%	8	12.3%	17	21.0%	15	21.7%	9	19.1%	3	11.1%	4
	7=EXCELLENT	1	1.8%	1	6.7%	1	1.5%	2	2.5%	5	7.2%	1	2.1%			2

Overall Satisfaction

		Sample read-in: Admin									Overall Company	
		NM	NV		OR		UT		WY			
		Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %
Overall BLM performance	1=NEED MAJOR IMPROVEMENT	5.7%	3	3.2%	3	2.4%	1	2.7%	2	1.3%	24	3.0%
	2	5.7%	7	7.5%	5	4.1%	2	5.4%	12	7.5%	46	5.7%
	3	11.4%	20	21.5%	16	13.0%	7	18.9%	18	11.3%	110	13.6%
	4	40.0%	24	25.8%	24	19.5%	11	29.7%	53	33.3%	213	26.4%
	5	20.0%	27	29.0%	40	32.5%	11	29.7%	41	25.8%	250	31.0%
	6	11.4%	11	11.8%	33	26.8%	4	10.8%	30	18.9%	144	17.8%
	7=EXCELLENT	5.7%	1	1.1%	2	1.6%	1	2.7%	3	1.9%	20	2.5%

State and Local Governments

Communicating with the Public Arena

		Sample read-in: Admin												
		AK		AZ		CA		CO		ES		ID		MT
		Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count
Providing information and feedback to user groups and industries	1=NEED MAJOR IMPROVEMENT	2	3.8%			6	9.1%	4	5.2%			2	4.3%	2
	2	1	1.9%	2	14.3%	3	4.5%	3	3.9%	5	7.7%	2	4.3%	1
	3	7	13.2%	3	21.4%	11	16.7%	9	11.7%	9	13.8%	3	6.4%	2
	4	10	18.9%	2	14.3%	18	27.3%	14	18.2%	5	7.7%	4	8.5%	5
	5	16	30.2%	3	21.4%	15	22.7%	27	35.1%	20	30.8%	19	40.4%	9
	6	13	24.5%	2	14.3%	12	18.2%	17	22.1%	14	21.5%	13	27.7%	6
	7=EXCELLENT	4	7.5%	2	14.3%	1	1.5%	3	3.9%	12	18.5%	4	8.5%	2
Involving public users and the community with projects	1=NEED MAJOR IMPROVEMENT	2	4.0%	1	7.7%	6	10.5%	3	3.9%	2	3.8%	3	6.8%	2
	2	3	6.0%	1	7.7%	3	5.3%	5	6.5%	2	3.8%	4	9.1%	
	3	5	10.0%	1	7.7%	9	15.8%	9	11.7%	7	13.2%	4	9.1%	5
	4	9	18.0%	5	38.5%	13	22.8%	11	14.3%	5	9.4%	9	20.5%	6
	5	12	24.0%	3	23.1%	17	29.8%	24	31.2%	17	32.1%	12	27.3%	7
	6	16	32.0%			7	12.3%	16	20.8%	10	18.9%	8	18.2%	4
	7=EXCELLENT	3	6.0%	2	15.4%	2	3.5%	9	11.7%	10	18.9%	4	9.1%	2
Providing collaborative decision making among user groups	1=NEED MAJOR IMPROVEMENT	5	11.9%			6	11.5%	7	9.5%	1	1.6%	4	9.1%	1
	2			3	23.1%	6	11.5%	5	6.8%	6	9.8%	5	11.4%	3
	3	3	7.1%	3	23.1%	8	15.4%	8	10.8%	7	11.5%	5	11.4%	3
	4	7	16.7%	2	15.4%	12	23.1%	15	20.3%	5	8.2%	12	27.3%	4
	5	13	31.0%	4	30.8%	12	23.1%	16	21.6%	18	29.5%	7	15.9%	8
	6	10	23.8%	1	7.7%	7	13.5%	14	18.9%	13	21.3%	9	20.5%	6
	7=EXCELLENT	4	9.5%			1	1.9%	9	12.2%	11	18.0%	2	4.5%	
Providing information on changes in procedures, regulations, policy, and guidance	1=NEED MAJOR IMPROVEMENT	5	10.4%	1	7.1%	10	15.9%	9	11.8%	2	3.3%	3	6.5%	2
	2	3	6.3%	2	14.3%	1	1.6%	5	6.6%	7	11.5%	3	6.5%	1
	3	10	20.8%			11	17.5%	11	14.5%	7	11.5%	3	6.5%	5
	4	12	25.0%	2	14.3%	15	23.8%	16	21.1%	14	23.0%	13	28.3%	7
	5	14	29.2%	5	35.7%	15	23.8%	23	30.3%	16	26.2%	15	32.6%	8
	6	2	4.2%	2	14.3%	10	15.9%	10	13.2%	9	14.8%	7	15.2%	3
	7=EXCELLENT	2	4.2%	2	14.3%	1	1.6%	2	2.6%	6	9.8%	2	4.3%	1
Keeping us updated on a project's status	1=NEED MAJOR IMPROVEMENT	3	5.8%	1	7.1%	9	14.8%	4	5.1%	1	1.7%	2	4.3%	
	2	3	5.8%	1	7.1%	2	3.3%	7	9.0%	5	8.3%	5	10.6%	2
	3	5	9.6%			15	24.6%	6	7.7%	9	15.0%	4	8.5%	5
	4	10	19.2%	4	28.6%	10	16.4%	20	25.6%	12	20.0%	6	12.8%	4
	5	20	38.5%	4	28.6%	10	16.4%	23	29.5%	8	13.3%	12	25.5%	8
	6	9	17.3%	4	28.6%	15	24.6%	13	16.7%	18	30.0%	12	25.5%	7
	7=EXCELLENT	2	3.8%					5	6.4%	7	11.7%	6	12.8%	1

Communicating with the Public Arena

		Sample read-in: Admin												
		AK		AZ		CA		CO		ES		ID		MT
		Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count
Keeping us informed of proposed projects	1=NEED MAJOR IMPROVEMENT	3	6.1%			6	9.8%	7	8.8%	6	10.2%	1	2.1%	
	2	3	6.1%	2	13.3%	5	8.2%	6	7.5%	3	5.1%	5	10.6%	4
	3	8	16.3%	2	13.3%	11	18.0%	11	13.8%	5	8.5%	3	6.4%	3
	4	12	24.5%	4	26.7%	13	21.3%	14	17.5%	14	23.7%	6	12.8%	4
	5	16	32.7%	4	26.7%	13	21.3%	24	30.0%	16	27.1%	14	29.8%	7
	6	6	12.2%	2	13.3%	13	21.3%	14	17.5%	9	15.3%	12	25.5%	7
	7=EXCELLENT	1	2.0%	1	6.7%			4	5.0%	6	10.2%	6	12.8%	2
Providing explanations of BLM policies	1=NEED MAJOR IMPROVEMENT	3	5.7%	2	14.3%	6	9.4%	7	9.0%	1	1.6%	6	12.8%	1
	2	5	9.4%	1	7.1%	4	6.3%	4	5.1%	4	6.3%	5	10.6%	3
	3	6	11.3%	1	7.1%	11	17.2%	13	16.7%	8	12.7%	4	8.5%	4
	4	9	17.0%	6	42.9%	17	26.6%	24	30.8%	11	17.5%	12	25.5%	6
	5	15	28.3%	1	7.1%	16	25.0%	14	17.9%	18	28.6%	9	19.1%	8
	6	10	18.9%	2	14.3%	8	12.5%	12	15.4%	17	27.0%	8	17.0%	4
	7=EXCELLENT	5	9.4%	1	7.1%	2	3.1%	4	5.1%	4	6.3%	3	6.4%	1
Having consistent goals and communication between BLM headquarters and field offices	1=NEED MAJOR IMPROVEMENT	4	13.8%	1	10.0%	5	15.2%	8	14.5%	1	2.4%	4	13.8%	2
	2	4	13.8%	3	30.0%	4	12.1%	6	10.9%	5	12.2%	2	6.9%	5
	3	5	17.2%	2	20.0%	8	24.2%	6	10.9%	6	14.6%	6	20.7%	3
	4	8	27.6%	1	10.0%	7	21.2%	14	25.5%	9	22.0%	8	27.6%	1
	5	5	17.2%	2	20.0%	6	18.2%	11	20.0%	8	19.5%	4	13.8%	1
	6	2	6.9%	1	10.0%	3	9.1%	8	14.5%	9	22.0%	3	10.3%	3
	7=EXCELLENT	1	3.4%					2	3.6%	3	7.3%	2	6.9%	
Having visible presence in field and community	1=NEED MAJOR IMPROVEMENT			1	7.1%	6	10.0%	6	7.6%	2	3.6%	5	10.6%	2
	2	3	5.7%	1	7.1%	9	15.0%	3	3.8%	5	9.1%	2	4.3%	3
	3	6	11.3%			8	13.3%	14	17.7%	11	20.0%	8	17.0%	4
	4	9	17.0%	2	14.3%	14	23.3%	16	20.3%	5	9.1%	3	6.4%	7
	5	11	20.8%	6	42.9%	10	16.7%	19	24.1%	9	16.4%	14	29.8%	6
	6	19	35.8%	3	21.4%	12	20.0%	13	16.5%	9	16.4%	13	27.7%	3
	7=EXCELLENT	5	9.4%	1	7.1%	1	1.7%	8	10.1%	14	25.5%	2	4.3%	2
Promoting BLM, employees, and its mission to the public	1=NEED MAJOR IMPROVEMENT	1	1.9%	1	7.7%	10	16.4%	6	7.9%	2	3.3%	2	4.3%	3
	2	3	5.7%			6	9.8%	10	13.2%	6	9.8%	5	10.9%	3
	3	5	9.4%	2	15.4%	13	21.3%	12	15.8%	9	14.8%	6	13.0%	4
	4	12	22.6%	4	30.8%	19	31.1%	20	26.3%	11	18.0%	11	23.9%	7
	5	19	35.8%	4	30.8%	8	13.1%	15	19.7%	18	29.5%	17	37.0%	5
	6	9	17.0%	1	7.7%	5	8.2%	12	15.8%	7	11.5%	5	10.9%	4
	7=EXCELLENT	4	7.5%	1	7.7%			1	1.3%	8	13.1%			

Communicating with the Public Arena

		Sample read-in: Admin												
		AK		AZ		CA		CO		ES		ID		MT
		Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count
Communicating with the public	1=NEED MAJOR IMPROVEMENT			1	6.7%	4	6.3%	4	4.9%			2	4.3%	3
	2	3	5.4%	2	13.3%	8	12.5%	4	4.9%	3	4.5%	3	6.4%	2
	3	8	14.3%	1	6.7%	12	18.8%	13	16.0%	13	19.4%	6	12.8%	3
	4	13	23.2%	3	20.0%	15	23.4%	22	27.2%	9	13.4%	9	19.1%	5
	5	20	35.7%	5	33.3%	19	29.7%	24	29.6%	21	31.3%	18	38.3%	11
	6	10	17.9%	2	13.3%	6	9.4%	11	13.6%	16	23.9%	6	12.8%	3
	7=EXCELLENT	2	3.6%	1	6.7%			3	3.7%	5	7.5%	3	6.4%	

Communicating with the Public Arena

		Sample read-in: Admin											Overall Company	
		MT	NM		NV		OR		UT		WY			
		Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %
Providing information and feedback to user groups and industries	1=NEED MAJOR IMPROVEMENT	7.4%	2	5.7%	1	1.1%	3	2.5%	3	8.1%	3	2.0%	28	3.6%
	2	3.7%	5	14.3%	8	9.1%	5	4.1%	1	2.7%	5	3.3%	41	5.2%
	3	7.4%	2	5.7%	17	19.3%	15	12.4%	5	13.5%	15	9.8%	98	12.5%
	4	18.5%	5	14.3%	14	15.9%	15	12.4%	6	16.2%	28	18.3%	126	16.1%
	5	33.3%	13	37.1%	29	33.0%	48	39.7%	12	32.4%	61	39.9%	272	34.7%
	6	22.2%	5	14.3%	13	14.8%	22	18.2%	8	21.6%	32	20.9%	157	20.1%
	7=EXCELLENT	7.4%	3	8.6%	6	6.8%	13	10.7%	2	5.4%	9	5.9%	61	7.8%
Involving public users and the community with projects	1=NEED MAJOR IMPROVEMENT	7.7%	1	3.2%	3	3.4%	2	1.8%	3	8.3%	2	1.3%	30	4.1%
	2		2	6.5%	6	6.9%	3	2.7%	2	5.6%	13	8.6%	44	6.0%
	3	19.2%	2	6.5%	18	20.7%	18	15.9%	1	2.8%	21	13.9%	100	13.6%
	4	23.1%	9	29.0%	10	11.5%	24	21.2%	7	19.4%	27	17.9%	135	18.3%
	5	26.9%	10	32.3%	25	28.7%	29	25.7%	12	33.3%	47	31.1%	215	29.1%
	6	15.4%	4	12.9%	18	20.7%	30	26.5%	7	19.4%	31	20.5%	151	20.5%
	7=EXCELLENT	7.7%	3	9.7%	7	8.0%	7	6.2%	4	11.1%	10	6.6%	63	8.5%
Providing collaborative decision making among user groups	1=NEED MAJOR IMPROVEMENT	4.0%	3	9.1%	6	6.8%	3	2.7%	3	8.3%	7	4.8%	46	6.4%
	2	12.0%	1	3.0%	10	11.4%	10	9.1%	7	19.4%	10	6.9%	66	9.1%
	3	12.0%	4	12.1%	21	23.9%	15	13.6%	3	8.3%	24	16.6%	104	14.4%
	4	16.0%	8	24.2%	11	12.5%	22	20.0%	4	11.1%	28	19.3%	130	18.0%
	5	32.0%	11	33.3%	21	23.9%	31	28.2%	13	36.1%	46	31.7%	200	27.7%
	6	24.0%	4	12.1%	16	18.2%	18	16.4%	4	11.1%	25	17.2%	127	17.6%
	7=EXCELLENT		2	6.1%	3	3.4%	11	10.0%	2	5.6%	5	3.4%	50	6.9%
Providing information on changes in procedures, regulations, policy, and guidance	1=NEED MAJOR IMPROVEMENT	7.4%	2	5.7%	9	9.9%	6	5.0%	3	8.3%	5	3.3%	57	7.4%
	2	3.7%	1	2.9%	16	17.6%	6	5.0%	7	19.4%	16	10.6%	68	8.9%
	3	18.5%	5	14.3%	10	11.0%	16	13.3%	3	8.3%	24	15.9%	105	13.7%
	4	25.9%	8	22.9%	21	23.1%	24	20.0%	9	25.0%	33	21.9%	174	22.7%
	5	29.6%	5	14.3%	21	23.1%	35	29.2%	8	22.2%	40	26.5%	205	26.7%
	6	11.1%	11	31.4%	6	6.6%	26	21.7%	5	13.9%	24	15.9%	115	15.0%
	7=EXCELLENT	3.7%	3	8.6%	8	8.8%	7	5.8%	1	2.8%	9	6.0%	44	5.7%
Keeping us updated on a project's status	1=NEED MAJOR IMPROVEMENT		4	11.1%	4	4.4%	4	3.3%	4	10.8%	1	.7%	37	4.8%
	2	7.4%	2	5.6%	10	11.0%	11	9.0%	4	10.8%	7	4.7%	59	7.6%
	3	18.5%	5	13.9%	19	20.9%	11	9.0%	3	8.1%	19	12.7%	101	13.0%
	4	14.8%	8	22.2%	16	17.6%	17	13.9%	7	18.9%	35	23.3%	149	19.2%
	5	29.6%	6	16.7%	20	22.0%	36	29.5%	9	24.3%	35	23.3%	191	24.6%
	6	25.9%	5	13.9%	14	15.4%	31	25.4%	9	24.3%	38	25.3%	175	22.6%
	7=EXCELLENT	3.7%	6	16.7%	8	8.8%	12	9.8%	1	2.7%	15	10.0%	63	8.1%

Communicating with the Public Arena

		Sample read-in: Admin											Overall Company	
		MT	NM		NV		OR		UT		WY			
		Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %
Keeping us informed of proposed projects	1=NEED MAJOR IMPROVEMENT		4	11.8%	5	5.5%	5	4.1%	3	8.3%	5	3.2%	45	5.8%
	2	14.8%	4	11.8%	8	8.8%	7	5.7%	2	5.6%	6	3.9%	55	7.1%
	3	11.1%	2	5.9%	16	17.6%	16	13.1%	9	25.0%	20	12.9%	106	13.7%
	4	14.8%	7	20.6%	16	17.6%	18	14.8%	6	16.7%	30	19.4%	144	18.6%
	5	25.9%	7	20.6%	26	28.6%	37	30.3%	10	27.8%	47	30.3%	221	28.5%
	6	25.9%	6	17.6%	13	14.3%	27	22.1%	4	11.1%	34	21.9%	147	18.9%
	7=EXCELLENT	7.4%	4	11.8%	7	7.7%	12	9.8%	2	5.6%	13	8.4%	58	7.5%
Providing explanations of BLM policies	1=NEED MAJOR IMPROVEMENT	3.7%	3	8.3%	5	5.4%	4	3.3%	4	11.1%	6	3.9%	48	6.1%
	2	11.1%	3	8.3%	11	12.0%	11	9.1%	4	11.1%	11	7.1%	66	8.4%
	3	14.8%	5	13.9%	20	21.7%	15	12.4%	4	11.1%	36	23.2%	127	16.2%
	4	22.2%	8	22.2%	18	19.6%	26	21.5%	10	27.8%	27	17.4%	174	22.1%
	5	29.6%	9	25.0%	27	29.3%	36	29.8%	9	25.0%	43	27.7%	205	26.1%
	6	14.8%	5	13.9%	6	6.5%	22	18.2%	4	11.1%	21	13.5%	119	15.1%
	7=EXCELLENT	3.7%	3	8.3%	5	5.4%	7	5.8%	1	2.8%	11	7.1%	47	6.0%
Having consistent goals and communication between BLM headquarters and field offices	1=NEED MAJOR IMPROVEMENT	13.3%	3	12.5%	11	15.9%	9	11.7%	7	23.3%	8	7.5%	63	12.2%
	2	33.3%	2	8.3%	16	23.2%	4	5.2%	8	26.7%	24	22.6%	83	16.0%
	3	20.0%	3	12.5%	9	13.0%	12	15.6%	4	13.3%	19	17.9%	83	16.0%
	4	6.7%	6	25.0%	13	18.8%	15	19.5%	8	26.7%	26	24.5%	116	22.4%
	5	6.7%	7	29.2%	12	17.4%	19	24.7%	2	6.7%	19	17.9%	96	18.5%
	6	20.0%	2	8.3%	7	10.1%	15	19.5%			9	8.5%	62	12.0%
	7=EXCELLENT		1	4.2%	1	1.4%	3	3.9%	1	3.3%	1	.9%	15	2.9%
Having visible presence in field and community	1=NEED MAJOR IMPROVEMENT	7.4%	3	8.8%	3	3.3%	7	6.0%	1	2.7%	9	5.8%	45	5.9%
	2	11.1%	4	11.8%	7	7.8%	3	2.6%	4	10.8%	17	11.0%	61	8.0%
	3	14.8%	1	2.9%	11	12.2%	15	12.9%	3	8.1%	14	9.1%	95	12.4%
	4	25.9%	6	17.6%	20	22.2%	19	16.4%	8	21.6%	29	18.8%	138	18.0%
	5	22.2%	8	23.5%	25	27.8%	28	24.1%	7	18.9%	41	26.6%	184	24.0%
	6	11.1%	9	26.5%	16	17.8%	29	25.0%	11	29.7%	34	22.1%	171	22.3%
	7=EXCELLENT	7.4%	3	8.8%	8	8.9%	15	12.9%	3	8.1%	10	6.5%	72	9.4%
Promoting BLM, employees, and its mission to the public	1=NEED MAJOR IMPROVEMENT	11.5%	1	3.3%	7	8.1%	6	5.3%	3	8.1%	6	4.0%	48	6.4%
	2	11.5%	4	13.3%	8	9.3%	10	8.8%	4	10.8%	17	11.4%	76	10.1%
	3	15.4%	6	20.0%	19	22.1%	16	14.0%	7	18.9%	18	12.1%	117	15.6%
	4	26.9%	6	20.0%	15	17.4%	22	19.3%	8	21.6%	35	23.5%	170	22.6%
	5	19.2%	8	26.7%	25	29.1%	43	37.7%	10	27.0%	42	28.2%	214	28.5%
	6	15.4%	4	13.3%	10	11.6%	13	11.4%	4	10.8%	27	18.1%	101	13.4%
	7=EXCELLENT		1	3.3%	2	2.3%	4	3.5%	1	2.7%	4	2.7%	26	3.5%

Communicating with the Public Arena

		Sample read-in: Admin											Overall Company	
		MT	NM		NV		OR		UT		WY			
		Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %
Communicating with the public	1=NEED MAJOR IMPROVEMENT	11.1%	2	5.9%	3	3.3%	3	2.5%	2	5.6%	5	3.2%	29	3.7%
	2	7.4%	2	5.9%	8	8.9%	8	6.7%	4	11.1%	7	4.5%	54	6.8%
	3	11.1%	7	20.6%	18	20.0%	13	10.8%	9	25.0%	28	17.8%	131	16.5%
	4	18.5%	6	17.6%	24	26.7%	28	23.3%	5	13.9%	40	25.5%	179	22.5%
	5	40.7%	12	35.3%	24	26.7%	40	33.3%	12	33.3%	45	28.7%	251	31.6%
	6	11.1%	3	8.8%	11	12.2%	27	22.5%	3	8.3%	27	17.2%	125	15.7%
	7=EXCELLENT		2	5.9%	2	2.2%	1	.8%	1	2.8%	5	3.2%	25	3.1%

State and Local Governments

Service Quality and Accountability Arena

		Sample read-in: Admin														
		AK		AZ		CA		CO		ES		ID		MT		NM
		Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count
Having consistent procedures and guidance between districts	1=NEED MAJOR IMPROVEMENT	4	10.8%			2	6.3%	4	6.9%	1	2.9%	3	10.0%	1	6.3%	4
	2	1	2.7%	2	28.6%	5	15.6%	4	6.9%	1	2.9%					5
	3	4	10.8%	2	28.6%	5	15.6%	11	19.0%	4	11.4%	4	13.3%	5	31.3%	4
	4	12	32.4%	2	28.6%	9	28.1%	13	22.4%	7	20.0%	10	33.3%	3	18.8%	6
	5	9	24.3%			7	21.9%	17	29.3%	10	28.6%	10	33.3%	5	31.3%	2
	6	6	16.2%	1	14.3%	3	9.4%	7	12.1%	8	22.9%	3	10.0%			3
	7=EXCELLENT	1	2.7%			1	3.1%	2	3.4%	4	11.4%			2	12.5%	2
Responding to requests in a timely manner	1=NEED MAJOR IMPROVEMENT	1	1.9%			6	9.7%	3	3.8%	1	1.6%			1	3.8%	4
	2	2	3.8%			5	8.1%	2	2.5%	2	3.3%	1	2.2%	3	11.5%	
	3	8	15.1%	2	13.3%	8	12.9%	10	12.7%	4	6.6%	4	8.7%	2	7.7%	3
	4	7	13.2%	3	20.0%	13	21.0%	17	21.5%	10	16.4%	6	13.0%	4	15.4%	6
	5	17	32.1%	5	33.3%	19	30.6%	27	34.2%	19	31.1%	18	39.1%	8	30.8%	10
	6	13	24.5%	3	20.0%	9	14.5%	15	19.0%	11	18.0%	13	28.3%	7	26.9%	8
	7=EXCELLENT	5	9.4%	2	13.3%	2	3.2%	5	6.3%	14	23.0%	4	8.7%	1	3.8%	3
Resolving conflicts	1=NEED MAJOR IMPROVEMENT	2	3.8%	3	20.0%	7	12.7%	5	6.5%	2	3.8%	3	6.8%	2	8.0%	4
	2	5	9.4%	1	6.7%	4	7.3%	2	2.6%	4	7.7%	4	9.1%	4	16.0%	
	3	8	15.1%	1	6.7%	7	12.7%	16	20.8%	5	9.6%	9	20.5%	3	12.0%	6
	4	14	26.4%	5	33.3%	18	32.7%	17	22.1%	11	21.2%	11	25.0%	6	24.0%	9
	5	14	26.4%	3	20.0%	14	25.5%	27	35.1%	13	25.0%	9	20.5%	8	32.0%	10
	6	8	15.1%	2	13.3%	4	7.3%	9	11.7%	12	23.1%	7	15.9%	2	8.0%	5
	7=EXCELLENT	2	3.8%			1	1.8%	1	1.3%	5	9.6%	1	2.3%			
Following through with agreements	1=NEED MAJOR IMPROVEMENT	1	2.1%			5	8.8%	3	3.9%	1	1.7%	2	4.5%	2	8.3%	4
	2	3	6.3%			4	7.0%	2	2.6%	1	1.7%	4	9.1%	2	8.3%	
	3	2	4.2%	2	14.3%	6	10.5%	10	13.0%	4	6.7%	4	9.1%	1	4.2%	2
	4	9	18.8%	3	21.4%	12	21.1%	12	15.6%	5	8.3%	3	6.8%	5	20.8%	6
	5	13	27.1%	5	35.7%	13	22.8%	19	24.7%	13	21.7%	11	25.0%	11	45.8%	8
	6	14	29.2%	3	21.4%	12	21.1%	22	28.6%	20	33.3%	15	34.1%	2	8.3%	12
	7=EXCELLENT	6	12.5%	1	7.1%	5	8.8%	9	11.7%	16	26.7%	5	11.4%	1	4.2%	2
Holding employees accountable for follow-up on agreements	1=NEED MAJOR IMPROVEMENT	1	3.1%			4	13.3%	1	1.7%	1	2.5%	2	6.7%	3	16.7%	1
	2	2	6.3%			2	6.7%			1	2.5%	3	10.0%			1
	3	5	15.6%	3	25.0%	3	10.0%	8	13.8%	4	10.0%	3	10.0%	3	16.7%	4
	4	6	18.8%	4	33.3%	9	30.0%	11	19.0%	5	12.5%	5	16.7%	5	27.8%	4
	5	9	28.1%	2	16.7%	4	13.3%	17	29.3%	9	22.5%	9	30.0%	7	38.9%	9
	6	8	25.0%	1	8.3%	7	23.3%	18	31.0%	11	27.5%	7	23.3%			5
	7=EXCELLENT	1	3.1%	2	16.7%	1	3.3%	3	5.2%	9	22.5%	1	3.3%			2

Service Quality and Accountability Arena

		Sample read-in: Admin														
		AK		AZ		CA		CO		ES		ID		MT		NM
		Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count
Having personnel who reflect a positive attitude	1=NEED MAJOR IMPROVEMENT	1	1.8%			4	6.5%	2	2.6%	1	1.5%	3	6.4%	2	7.4%	1
	2	2	3.6%			2	3.2%	1	1.3%	1	1.5%	3	6.4%			1
	3	5	8.9%			5	8.1%	8	10.3%	3	4.5%	4	8.5%	2	7.4%	3
	4	8	14.3%	5	38.5%	11	17.7%	13	16.7%	6	9.0%	8	17.0%	5	18.5%	5
	5	16	28.6%	3	23.1%	16	25.8%	16	20.5%	13	19.4%	10	21.3%	9	33.3%	13
	6	18	32.1%	3	23.1%	18	29.0%	26	33.3%	23	34.3%	13	27.7%	9	33.3%	7
	7=EXCELLENT	6	10.7%	2	15.4%	6	9.7%	12	15.4%	20	29.9%	6	12.8%			6
Service Quality and Accountability	1=NEED MAJOR IMPROVEMENT	1	1.8%			6	9.2%	2	2.5%	1	1.5%	1	2.2%	1	3.7%	3
	2	2	3.6%			5	7.7%	1	1.2%	1	1.5%	5	10.9%	2	7.4%	1
	3	6	10.7%	2	13.3%	8	12.3%	13	16.0%	4	6.2%	5	10.9%	2	7.4%	4
	4	11	19.6%	6	40.0%	13	20.0%	20	24.7%	8	12.3%	6	13.0%	5	18.5%	9
	5	22	39.3%	5	33.3%	21	32.3%	21	25.9%	20	30.8%	17	37.0%	13	48.1%	8
	6	11	19.6%			12	18.5%	19	23.5%	20	30.8%	9	19.6%	4	14.8%	6
	7=EXCELLENT	3	5.4%	2	13.3%			5	6.2%	11	16.9%	3	6.5%			4

Service Quality and Accountability Arena

		Sample read-in: Admin									Overall Company	
		NM	NV		OR		UT		WY			
		Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %
Having consistent procedures and guidance between districts	1=NEED MAJOR IMPROVEMENT	15.4%	8	10.4%	4	5.1%	3	10.0%	7	6.3%	41	7.6%
	2	19.2%	12	15.6%	6	7.7%	5	16.7%	11	9.9%	52	9.7%
	3	15.4%	17	22.1%	9	11.5%	4	13.3%	30	27.0%	99	18.4%
	4	23.1%	15	19.5%	15	19.2%	9	30.0%	24	21.6%	125	23.3%
	5	7.7%	18	23.4%	30	38.5%	8	26.7%	25	22.5%	141	26.3%
	6	11.5%	5	6.5%	8	10.3%	1	3.3%	12	10.8%	57	10.6%
	7=EXCELLENT	7.7%	2	2.6%	6	7.7%			2	1.8%	22	4.1%
Responding to requests in a timely manner	1=NEED MAJOR IMPROVEMENT	11.8%	8	8.9%	3	2.6%	4	10.8%	4	2.7%	35	4.6%
	2		11	12.2%	3	2.6%	4	10.8%	3	2.1%	36	4.7%
	3	8.8%	13	14.4%	15	12.9%	2	5.4%	25	17.1%	96	12.5%
	4	17.6%	17	18.9%	19	16.4%	9	24.3%	29	19.9%	140	18.3%
	5	29.4%	24	26.7%	34	29.3%	6	16.2%	36	24.7%	223	29.2%
	6	23.5%	9	10.0%	32	27.6%	11	29.7%	39	26.7%	170	22.2%
	7=EXCELLENT	8.8%	8	8.9%	10	8.6%	1	2.7%	10	6.8%	65	8.5%
Resolving conflicts	1=NEED MAJOR IMPROVEMENT	11.8%	9	10.6%	4	3.7%	3	8.3%	9	6.0%	53	7.2%
	2		12	14.1%	14	12.8%	4	11.1%	20	13.4%	74	10.1%
	3	17.6%	17	20.0%	13	11.9%	8	22.2%	28	18.8%	121	16.5%
	4	26.5%	19	22.4%	22	20.2%	9	25.0%	41	27.5%	182	24.8%
	5	29.4%	21	24.7%	35	32.1%	10	27.8%	34	22.8%	198	27.0%
	6	14.7%	6	7.1%	18	16.5%	2	5.6%	13	8.7%	88	12.0%
	7=EXCELLENT		1	1.2%	3	2.8%			4	2.7%	18	2.5%
Following through with agreements	1=NEED MAJOR IMPROVEMENT	11.8%	8	9.3%	6	5.8%	3	8.3%	9	6.5%	44	6.1%
	2		6	7.0%	3	2.9%	1	2.8%	10	7.2%	36	5.0%
	3	5.9%	12	14.0%	8	7.7%	4	11.1%	14	10.1%	69	9.6%
	4	17.6%	14	16.3%	16	15.4%	7	19.4%	22	15.9%	114	15.8%
	5	23.5%	25	29.1%	23	22.1%	10	27.8%	37	26.8%	188	26.0%
	6	35.3%	16	18.6%	36	34.6%	8	22.2%	37	26.8%	197	27.3%
	7=EXCELLENT	5.9%	5	5.8%	12	11.5%	3	8.3%	9	6.5%	74	10.2%
Holding employees accountable for follow-up on agreements	1=NEED MAJOR IMPROVEMENT	3.8%	9	12.5%	3	3.8%	2	6.9%	5	4.5%	32	6.0%
	2	3.8%	5	6.9%	7	8.9%	3	10.3%	10	9.1%	34	6.3%
	3	15.4%	11	15.3%	9	11.4%	1	3.4%	21	19.1%	75	14.0%
	4	15.4%	16	22.2%	8	10.1%	8	27.6%	17	15.5%	98	18.3%
	5	34.6%	21	29.2%	22	27.8%	9	31.0%	34	30.9%	152	28.4%
	6	19.2%	7	9.7%	26	32.9%	4	13.8%	17	15.5%	111	20.7%
	7=EXCELLENT	7.7%	3	4.2%	4	5.1%	2	6.9%	6	5.5%	34	6.3%

Service Quality and Accountability Arena

		Sample read-in: Admin									Overall Company	
		NM	NV		OR		UT		WY			
		Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %
Having personnel who reflect a positive attitude	1=NEED MAJOR IMPROVEMENT	2.8%	4	4.3%	2	1.6%	1	2.8%	6	4.1%	27	3.4%
	2	2.8%	6	6.5%	6	4.9%	2	5.6%	6	4.1%	30	3.8%
	3	8.3%	8	8.7%	6	4.9%	3	8.3%	12	8.1%	59	7.5%
	4	13.9%	22	23.9%	22	18.0%	6	16.7%	20	13.5%	131	16.7%
	5	36.1%	27	29.3%	32	26.2%	16	44.4%	43	29.1%	214	27.3%
	6	19.4%	14	15.2%	37	30.3%	7	19.4%	50	33.8%	225	28.7%
	7=EXCELLENT	16.7%	11	12.0%	17	13.9%	1	2.8%	11	7.4%	98	12.5%
Service Quality and Accountability	1=NEED MAJOR IMPROVEMENT	8.6%	4	4.4%	3	2.5%	2	5.4%	3	1.9%	27	3.4%
	2	2.9%	6	6.6%	1	.8%	2	5.4%	12	7.7%	38	4.8%
	3	11.4%	16	17.6%	18	14.9%	7	18.9%	21	13.5%	106	13.4%
	4	25.7%	26	28.6%	23	19.0%	10	27.0%	40	25.8%	177	22.3%
	5	22.9%	27	29.7%	36	29.8%	10	27.0%	46	29.7%	246	31.0%
	6	17.1%	9	9.9%	35	28.9%	5	13.5%	26	16.8%	156	19.6%
	7=EXCELLENT	11.4%	3	3.3%	5	4.1%	1	2.7%	7	4.5%	44	5.5%

State and Local Governments

		Sample read-in: Admin													
		AK		AZ		CA		CO		ES		ID		MT	
		Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %
Providing complete, clear and consistent documents	1=NEED MAJOR IMPROVEMENT	2	3.8%			4	6.7%	4	5.1%						
	2			2	13.3%	3	5.0%	2	2.6%			4	8.9%	2	8.3%
	3	8	15.4%	2	13.3%	10	16.7%	12	15.4%	6	9.5%	7	15.6%	7	29.2%
	4	14	26.9%	2	13.3%	18	30.0%	18	23.1%	13	20.6%	9	20.0%	5	20.8%
	5	10	19.2%	4	26.7%	13	21.7%	22	28.2%	15	23.8%	16	35.6%	4	16.7%
	6	11	21.2%	5	33.3%	11	18.3%	16	20.5%	16	25.4%	8	17.8%	5	20.8%
	7=EXCELLENT	7	13.5%			1	1.7%	4	5.1%	13	20.6%	1	2.2%	1	4.2%
Providing simple and accurate information	1=NEED MAJOR IMPROVEMENT	3	5.4%			5	7.9%	4	4.9%			1	2.2%	2	7.4%
	2	1	1.8%			3	4.8%	3	3.7%	2	3.1%	5	11.1%	3	11.1%
	3	7	12.5%	1	7.1%	9	14.3%	16	19.8%	6	9.2%	7	15.6%	7	25.9%
	4	14	25.0%	3	21.4%	18	28.6%	17	21.0%	8	12.3%	11	24.4%	7	25.9%
	5	19	33.9%	3	21.4%	14	22.2%	24	29.6%	28	43.1%	12	26.7%	5	18.5%
	6	6	10.7%	6	42.9%	12	19.0%	14	17.3%	11	16.9%	8	17.8%	2	7.4%
	7=EXCELLENT	6	10.7%	1	7.1%	2	3.2%	3	3.7%	10	15.4%	1	2.2%	1	3.7%
Having computer systems and equipment available for use	1=NEED MAJOR IMPROVEMENT	5	12.5%			5	29.4%	3	7.0%	2	5.6%	2	11.1%		
	2	2	5.0%	1	16.7%	3	17.6%	4	9.3%	2	5.6%	3	16.7%	3	27.3%
	3	8	20.0%	2	33.3%	1	5.9%	6	14.0%	4	11.1%	3	16.7%	1	9.1%
	4	3	7.5%	1	16.7%	6	35.3%	10	23.3%	7	19.4%	4	22.2%	3	27.3%
	5	4	10.0%	1	16.7%	1	5.9%	6	14.0%	6	16.7%	2	11.1%	2	18.2%
	6	11	27.5%			1	5.9%	13	30.2%	9	25.0%	4	22.2%	1	9.1%
	7=EXCELLENT	7	17.5%	1	16.7%			1	2.3%	6	16.7%			1	9.1%
Educating the public on regulations, policies, and guidance	1=NEED MAJOR IMPROVEMENT	3	6.0%	1	7.1%	6	10.5%	4	5.1%	1	1.8%	2	4.3%	4	14.8%
	2	3	6.0%			5	8.8%	5	6.4%	3	5.4%	4	8.7%	2	7.4%
	3	7	14.0%	2	14.3%	13	22.8%	13	16.7%	11	19.6%	11	23.9%	4	14.8%
	4	18	36.0%	4	28.6%	16	28.1%	24	30.8%	14	25.0%	12	26.1%	8	29.6%
	5	9	18.0%	4	28.6%	14	24.6%	20	25.6%	20	35.7%	12	26.1%	7	25.9%
	6	6	12.0%	3	21.4%	3	5.3%	8	10.3%	4	7.1%	3	6.5%	2	7.4%
	7=EXCELLENT	4	8.0%					4	5.1%	3	5.4%	2	4.3%		
Sharing information and technology	1=NEED MAJOR IMPROVEMENT	2	4.2%	1	7.1%	6	11.8%	5	7.2%	2	3.4%	2	5.3%	3	13.0%
	2	2	4.2%			3	5.9%	4	5.8%	4	6.8%	5	13.2%	3	13.0%
	3	6	12.5%	2	14.3%	10	19.6%	6	8.7%	4	6.8%	2	5.3%	2	8.7%
	4	7	14.6%	4	28.6%	13	25.5%	17	24.6%	9	15.3%	7	18.4%	3	13.0%
	5	9	18.8%	4	28.6%	12	23.5%	12	17.4%	12	20.3%	9	23.7%	9	39.1%
	6	19	39.6%	2	14.3%	6	11.8%	19	27.5%	18	30.5%	10	26.3%	2	8.7%
	7=EXCELLENT	3	6.3%	1	7.1%	1	2.0%	6	8.7%	10	16.9%	3	7.9%	1	4.3%

Information and Education Services Arena

		Sample read-in: Admin													
		AK		AZ		CA		CO		ES		ID		MT	
		Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %
Information and Education Services	1=NEED MAJOR IMPROVEMENT	1	1.8%			5	7.9%	2	2.5%			2	4.5%		
	2	3	5.4%			3	4.8%	3	3.7%	1	1.5%	4	9.1%	4	15.4%
	3	6	10.7%	1	7.1%	15	23.8%	15	18.5%	6	9.0%	5	11.4%	5	19.2%
	4	16	28.6%	5	35.7%	14	22.2%	21	25.9%	13	19.4%	11	25.0%	10	38.5%
	5	13	23.2%	6	42.9%	21	33.3%	22	27.2%	24	35.8%	14	31.8%	2	7.7%
	6	14	25.0%	2	14.3%	5	7.9%	14	17.3%	18	26.9%	8	18.2%	5	19.2%
	7=EXCELLENT	3	5.4%					4	4.9%	5	7.5%				

Information and Education Services Arena

		Sample read-in: Admin										Overall Company	
		NM		NV		OR		UT		WY			
		Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %
Providing complete, clear and consistent documents	1=NEED MAJOR IMPROVEMENT	1	3.0%	5	5.7%	2	1.7%	1	2.7%	4	2.7%	23	3.0%
	2	1	3.0%	10	11.5%	4	3.4%	5	13.5%	11	7.5%	44	5.8%
	3	1	3.0%	14	16.1%	11	9.2%	2	5.4%	24	16.3%	104	13.7%
	4	10	30.3%	23	26.4%	34	28.6%	9	24.3%	27	18.4%	182	23.9%
	5	11	33.3%	23	26.4%	35	29.4%	13	35.1%	44	29.9%	210	27.6%
	6	6	18.2%	9	10.3%	24	20.2%	6	16.2%	29	19.7%	146	19.2%
	7=EXCELLENT	3	9.1%	3	3.4%	9	7.6%	1	2.7%	8	5.4%	51	6.7%
Providing simple and accurate information	1=NEED MAJOR IMPROVEMENT	2	6.1%	5	5.6%	3	2.5%	1	2.7%	6	3.9%	32	4.1%
	2	1	3.0%	9	10.1%	10	8.3%	4	10.8%	14	9.2%	55	7.0%
	3	7	21.2%	22	24.7%	13	10.7%	5	13.5%	27	17.8%	127	16.2%
	4	5	15.2%	17	19.1%	27	22.3%	9	24.3%	34	22.4%	170	21.7%
	5	9	27.3%	24	27.0%	39	32.2%	13	35.1%	43	28.3%	233	29.8%
	6	7	21.2%	8	9.0%	21	17.4%	4	10.8%	21	13.8%	120	15.3%
	7=EXCELLENT	2	6.1%	4	4.5%	8	6.6%	1	2.7%	7	4.6%	46	5.9%
Having computer systems and equipment available for use	1=NEED MAJOR IMPROVEMENT	1	7.7%	5	9.4%	2	4.7%	2	10.0%	4	6.2%	31	8.5%
	2			2	3.8%	6	14.0%	3	15.0%	1	1.5%	30	8.2%
	3	3	23.1%	10	18.9%	6	14.0%	3	15.0%	12	18.5%	59	16.2%
	4			15	28.3%	11	25.6%	5	25.0%	17	26.2%	82	22.5%
	5	5	38.5%	11	20.8%	9	20.9%	3	15.0%	14	21.5%	64	17.5%
	6	3	23.1%	9	17.0%	6	14.0%	3	15.0%	13	20.0%	73	20.0%
	7=EXCELLENT	1	7.7%	1	1.9%	3	7.0%	1	5.0%	4	6.2%	26	7.1%
Educating the public on regulations, policies, and guidance	1=NEED MAJOR IMPROVEMENT	2	6.3%	8	9.2%	3	2.7%	4	11.4%	4	2.6%	42	5.6%
	2	2	6.3%	15	17.2%	8	7.2%	4	11.4%	13	8.4%	64	8.6%
	3	6	18.8%	11	12.6%	20	18.0%	6	17.1%	33	21.4%	137	18.3%
	4	8	25.0%	32	36.8%	30	27.0%	11	31.4%	50	32.5%	227	30.4%
	5	7	21.9%	12	13.8%	31	27.9%	4	11.4%	27	17.5%	167	22.4%
	6	4	12.5%	7	8.0%	18	16.2%	5	14.3%	23	14.9%	86	11.5%
	7=EXCELLENT	3	9.4%	2	2.3%	1	.9%	1	2.9%	4	2.6%	24	3.2%
Sharing information and technology	1=NEED MAJOR IMPROVEMENT	3	9.1%	4	4.8%	5	4.4%	2	5.7%	2	1.5%	37	5.3%
	2	1	3.0%	9	10.8%	4	3.5%	3	8.6%	8	6.1%	46	6.6%
	3	3	9.1%	14	16.9%	12	10.6%	6	17.1%	15	11.4%	82	11.7%
	4	8	24.2%	20	24.1%	25	22.1%	7	20.0%	31	23.5%	151	21.6%
	5	10	30.3%	17	20.5%	27	23.9%	11	31.4%	43	32.6%	175	25.1%
	6	4	12.1%	14	16.9%	27	23.9%	5	14.3%	25	18.9%	151	21.6%
	7=EXCELLENT	4	12.1%	5	6.0%	13	11.5%	1	2.9%	8	6.1%	56	8.0%

Information and Education Services Arena

		Sample read-in: Admin										Overall Company	
		NM		NV		OR		UT		WY			
		Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %
Information and Education Services	1=NEED MAJOR IMPROVEMENT	2	6.1%	5	5.6%	3	2.5%	1	2.7%	2	1.3%	23	2.9%
	2			9	10.1%	6	5.0%	4	10.8%	8	5.2%	45	5.7%
	3	6	18.2%	15	16.9%	18	14.9%	5	13.5%	24	15.7%	121	15.4%
	4	11	33.3%	29	32.6%	26	21.5%	11	29.7%	43	28.1%	210	26.8%
	5	9	27.3%	22	24.7%	40	33.1%	14	37.8%	49	32.0%	236	30.1%
	6	3	9.1%	6	6.7%	26	21.5%	1	2.7%	23	15.0%	125	15.9%
	7=EXCELLENT	2	6.1%	3	3.4%	2	1.7%	1	2.7%	4	2.6%	24	3.1%

State and Local Governments

Resource Management Arena

		Sample read-in: Admin											
		AK		AZ		CA		CO		ES		ID	
		Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %
Balancing the multiple uses of public lands	1=NEED MAJOR IMPROVEMENT	6	12.0%	2	13.3%	4	6.3%	3	3.7%	2	3.6%	4	8.5%
	2	3	6.0%	1	6.7%	8	12.7%	4	4.9%	7	12.7%	7	14.9%
	3	7	14.0%	4	26.7%	7	11.1%	8	9.9%	6	10.9%	9	19.1%
	4	10	20.0%	5	33.3%	8	12.7%	17	21.0%	6	10.9%	7	14.9%
	5	10	20.0%			18	28.6%	28	34.6%	14	25.5%	14	29.8%
	6	12	24.0%	2	13.3%	16	25.4%	15	18.5%	14	25.5%	4	8.5%
	7=EXCELLENT	2	4.0%	1	6.7%	2	3.2%	6	7.4%	6	10.9%	2	4.3%
Protecting the resources of public land	1=NEED MAJOR IMPROVEMENT	2	3.8%	1	6.7%	4	6.3%	2	2.5%	2	3.4%	1	2.1%
	2	3	5.7%	3	20.0%	2	3.2%	3	3.7%	7	11.9%	3	6.4%
	3	4	7.5%	1	6.7%	9	14.3%	8	9.9%	8	13.6%	9	19.1%
	4	8	15.1%	3	20.0%	13	20.6%	16	19.8%	9	15.3%	11	23.4%
	5	14	26.4%	4	26.7%	14	22.2%	25	30.9%	12	20.3%	13	27.7%
	6	16	30.2%	1	6.7%	18	28.6%	17	21.0%	12	20.3%	8	17.0%
	7=EXCELLENT	6	11.3%	2	13.3%	3	4.8%	10	12.3%	9	15.3%	2	4.3%
Allowing appropriate and reasonable access to public lands	1=NEED MAJOR IMPROVEMENT	6	10.9%	1	7.1%	4	6.7%	4	5.0%	1	1.8%	3	6.4%
	2	6	10.9%	1	7.1%	4	6.7%	2	2.5%	2	3.6%	2	4.3%
	3	5	9.1%	4	28.6%	7	11.7%	7	8.8%	8	14.3%	4	8.5%
	4	10	18.2%	4	28.6%	10	16.7%	14	17.5%	2	3.6%	9	19.1%
	5	13	23.6%	3	21.4%	13	21.7%	23	28.8%	14	25.0%	10	21.3%
	6	10	18.2%			21	35.0%	22	27.5%	20	35.7%	14	29.8%
	7=EXCELLENT	5	9.1%	1	7.1%	1	1.7%	8	10.0%	9	16.1%	5	10.6%
Managing permitted operations on public lands	1=NEED MAJOR IMPROVEMENT	4	8.3%			3	5.7%	4	5.5%	3	6.0%	2	4.3%
	2	4	8.3%	1	7.1%	5	9.4%	4	5.5%	1	2.0%	5	10.9%
	3	5	10.4%	2	14.3%	5	9.4%	9	12.3%	7	14.0%	9	19.6%
	4	4	8.3%	4	28.6%	13	24.5%	17	23.3%	9	18.0%	5	10.9%
	5	17	35.4%	3	21.4%	16	30.2%	22	30.1%	16	32.0%	14	30.4%
	6	10	20.8%	3	21.4%	10	18.9%	14	19.2%	8	16.0%	7	15.2%
	7=EXCELLENT	4	8.3%	1	7.1%	1	1.9%	3	4.1%	6	12.0%	4	8.7%
Providing helpful technical assistance	1=NEED MAJOR IMPROVEMENT	3	5.8%	1	11.1%	4	8.5%	6	8.6%	1	1.9%	4	10.3%
	2	2	3.8%	1	11.1%	4	8.5%	2	2.9%	3	5.6%	2	5.1%
	3	7	13.5%	1	11.1%	6	12.8%	7	10.0%	6	11.1%	3	7.7%
	4	9	17.3%	2	22.2%	14	29.8%	8	11.4%	7	13.0%	8	20.5%
	5	13	25.0%	2	22.2%	13	27.7%	23	32.9%	15	27.8%	10	25.6%
	6	11	21.2%	1	11.1%	4	8.5%	19	27.1%	13	24.1%	10	25.6%
	7=EXCELLENT	7	13.5%	1	11.1%	2	4.3%	5	7.1%	9	16.7%	2	5.1%

Resource Management Arena

		Sample read-in: Admin											
		AK		AZ		CA		CO		ES		ID	
		Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %
Considering the effects of land management decisions on industries, communities, and individuals	1=NEED MAJOR IMPROVEMENT	5	10.0%	2	13.3%	6	10.0%	7	9.3%	2	3.8%	5	10.9%
	2	2	4.0%	2	13.3%	10	16.7%	4	5.3%	1	1.9%	6	13.0%
	3	7	14.0%	4	26.7%	4	6.7%	12	16.0%	6	11.3%	8	17.4%
	4	14	28.0%	4	26.7%	13	21.7%	12	16.0%	6	11.3%	8	17.4%
	5	13	26.0%	1	6.7%	16	26.7%	28	37.3%	16	30.2%	12	26.1%
	6	8	16.0%			9	15.0%	8	10.7%	15	28.3%	4	8.7%
	7=EXCELLENT	1	2.0%	2	13.3%	2	3.3%	4	5.3%	7	13.2%	3	6.5%
Resource Management	1=NEED MAJOR IMPROVEMENT	5	8.9%	1	6.7%	4	6.2%			1	1.6%	2	4.3%
	2	2	3.6%	2	13.3%	5	7.7%	7	8.6%	6	9.8%	3	6.4%
	3	6	10.7%	3	20.0%	12	18.5%	13	16.0%	7	11.5%	8	17.0%
	4	16	28.6%	5	33.3%	15	23.1%	16	19.8%	8	13.1%	15	31.9%
	5	15	26.8%	2	13.3%	13	20.0%	27	33.3%	19	31.1%	9	19.1%
	6	11	19.6%	1	6.7%	15	23.1%	14	17.3%	13	21.3%	7	14.9%
	7=EXCELLENT	1	1.8%	1	6.7%	1	1.5%	4	4.9%	7	11.5%	3	6.4%

Resource Management Arena

		Sample read-in: Admin											
		MT		NM		NV		OR		UT		WY	
		Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %
Balancing the multiple uses of public lands	1=NEED MAJOR IMPROVEMENT	2	8.3%	2	5.7%	9	9.9%	10	8.6%	1	2.7%	6	3.9%
	2	2	8.3%	6	17.1%	9	9.9%	7	6.0%	5	13.5%	23	14.8%
	3	5	20.8%	6	17.1%	17	18.7%	13	11.2%	11	29.7%	28	18.1%
	4	8	33.3%	4	11.4%	16	17.6%	18	15.5%	6	16.2%	31	20.0%
	5	3	12.5%	7	20.0%	28	30.8%	35	30.2%	4	10.8%	43	27.7%
	6	3	12.5%	8	22.9%	10	11.0%	25	21.6%	8	21.6%	20	12.9%
	7=EXCELLENT	1	4.2%	2	5.7%	2	2.2%	8	6.9%	2	5.4%	4	2.6%
Protecting the resources of public land	1=NEED MAJOR IMPROVEMENT			1	2.8%	5	5.4%	2	1.7%			4	2.6%
	2	2	8.0%	5	13.9%	8	8.7%	8	7.0%	5	13.5%	12	7.7%
	3	2	8.0%	6	16.7%	15	16.3%	11	9.6%	8	21.6%	19	12.2%
	4	5	20.0%	10	27.8%	15	16.3%	15	13.0%	7	18.9%	28	17.9%
	5	10	40.0%	4	11.1%	28	30.4%	37	32.2%	7	18.9%	53	34.0%
	6	5	20.0%	9	25.0%	16	17.4%	32	27.8%	8	21.6%	30	19.2%
	7=EXCELLENT	1	4.0%	1	2.8%	5	5.4%	10	8.7%	2	5.4%	10	6.4%
Allowing appropriate and reasonable access to public lands	1=NEED MAJOR IMPROVEMENT	1	3.7%	1	2.9%	8	8.8%	3	2.5%	3	8.1%	4	2.6%
	2	1	3.7%	2	5.7%	5	5.5%	4	3.4%	4	10.8%	13	8.3%
	3	5	18.5%	4	11.4%	13	14.3%	6	5.0%	2	5.4%	18	11.5%
	4	5	18.5%	4	11.4%	14	15.4%	14	11.8%	7	18.9%	38	24.4%
	5	6	22.2%	11	31.4%	26	28.6%	32	26.9%	11	29.7%	34	21.8%
	6	8	29.6%	9	25.7%	17	18.7%	43	36.1%	7	18.9%	41	26.3%
	7=EXCELLENT	1	3.7%	4	11.4%	8	8.8%	17	14.3%	3	8.1%	8	5.1%
Managing permitted operations on public lands	1=NEED MAJOR IMPROVEMENT	2	8.3%	4	12.5%	7	8.3%	3	2.8%	2	5.7%	4	2.8%
	2	3	12.5%	2	6.3%	4	4.8%	1	.9%	5	14.3%	14	9.7%
	3	2	8.3%	7	21.9%	13	15.5%	11	10.1%	5	14.3%	27	18.8%
	4	4	16.7%	7	21.9%	21	25.0%	18	16.5%	6	17.1%	30	20.8%
	5	9	37.5%	7	21.9%	22	26.2%	38	34.9%	9	25.7%	40	27.8%
	6	3	12.5%	2	6.3%	13	15.5%	30	27.5%	6	17.1%	27	18.8%
	7=EXCELLENT	1	4.2%	3	9.4%	4	4.8%	8	7.3%	2	5.7%	2	1.4%
Providing helpful technical assistance	1=NEED MAJOR IMPROVEMENT			4	12.5%	6	7.1%	2	2.0%	2	5.6%	2	1.6%
	2	2	8.7%			7	8.3%	2	2.0%	1	2.8%	4	3.2%
	3	3	13.0%	2	6.3%	14	16.7%	7	6.9%	3	8.3%	13	10.5%
	4	7	30.4%	7	21.9%	18	21.4%	20	19.8%	13	36.1%	32	25.8%
	5	8	34.8%	9	28.1%	21	25.0%	27	26.7%	11	30.6%	40	32.3%
	6	2	8.7%	8	25.0%	13	15.5%	27	26.7%	5	13.9%	28	22.6%
	7=EXCELLENT	1	4.3%	2	6.3%	5	6.0%	16	15.8%	1	2.8%	5	4.0%

Resource Management Arena

		Sample read-in: Admin											
		MT		NM		NV		OR		UT		WY	
		Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %	Count	Col %
Considering the effects of land management decisions on industries, communities, and individuals	1=NEED MAJOR IMPROVEMENT	2	7.7%	3	8.6%	10	11.2%	10	8.6%	2	5.6%	12	7.9%
	2	5	19.2%	5	14.3%	13	14.6%	9	7.8%	5	13.9%	10	6.6%
	3	5	19.2%	4	11.4%	16	18.0%	12	10.3%	10	27.8%	32	21.2%
	4	7	26.9%	4	11.4%	20	22.5%	17	14.7%	6	16.7%	35	23.2%
	5	5	19.2%	14	40.0%	24	27.0%	41	35.3%	9	25.0%	38	25.2%
	6	1	3.8%	4	11.4%	4	4.5%	23	19.8%	3	8.3%	20	13.2%
	7=EXCELLENT	1	3.8%	1	2.9%	2	2.2%	4	3.4%	1	2.8%	4	2.6%
Resource Management	1=NEED MAJOR IMPROVEMENT	1	3.8%	1	2.8%	6	6.5%	5	4.1%	2	5.4%	5	3.2%
	2	1	3.8%	6	16.7%	9	9.8%	9	7.4%	3	8.1%	15	9.6%
	3	8	30.8%	5	13.9%	22	23.9%	11	9.1%	6	16.2%	22	14.1%
	4	7	26.9%	10	27.8%	18	19.6%	21	17.4%	13	35.1%	44	28.2%
	5	5	19.2%	7	19.4%	25	27.2%	40	33.1%	8	21.6%	42	26.9%
	6	3	11.5%	6	16.7%	8	8.7%	30	24.8%	4	10.8%	25	16.0%
	7=EXCELLENT	1	3.8%	1	2.8%	4	4.3%	5	4.1%	1	2.7%	3	1.9%

Resource Management Arena

		Overall Company	
		Count	Col %
Balancing the multiple uses of public lands	1=NEED MAJOR IMPROVEMENT	51	6.6%
	2	82	10.7%
	3	121	15.7%
	4	136	17.7%
	5	204	26.5%
	6	137	17.8%
	7=EXCELLENT	38	4.9%
Protecting the resources of public land	1=NEED MAJOR IMPROVEMENT	24	3.1%
	2	61	7.8%
	3	100	12.8%
	4	140	18.0%
	5	221	28.4%
	6	172	22.1%
	7=EXCELLENT	61	7.8%
Allowing appropriate and reasonable access to public lands	1=NEED MAJOR IMPROVEMENT	39	5.0%
	2	46	5.9%
	3	83	10.7%
	4	131	16.9%
	5	196	25.2%
	6	212	27.3%
	7=EXCELLENT	70	9.0%
Managing permitted operations on public lands	1=NEED MAJOR IMPROVEMENT	38	5.3%
	2	49	6.9%
	3	102	14.3%
	4	138	19.4%
	5	213	29.9%
	6	133	18.7%
	7=EXCELLENT	39	5.5%
Providing helpful technical assistance	1=NEED MAJOR IMPROVEMENT	35	5.2%
	2	30	4.5%
	3	72	10.7%
	4	145	21.6%
	5	192	28.6%
	6	141	21.0%
	7=EXCELLENT	56	8.3%

Resource Management Arena

		Overall Company	
		Count	Col %
Considering the effects of land management decisions on industries, communities, and individuals	1=NEED MAJOR IMPROVEMENT	66	8.8%
	2	72	9.6%
	3	120	16.0%
	4	146	19.4%
	5	217	28.9%
	6	99	13.2%
	7=EXCELLENT	32	4.3%
Resource Management	1=NEED MAJOR IMPROVEMENT	33	4.2%
	2	68	8.6%
	3	123	15.5%
	4	188	23.7%
	5	212	26.7%
	6	137	17.3%
	7=EXCELLENT	32	4.0%

State and Local Governments